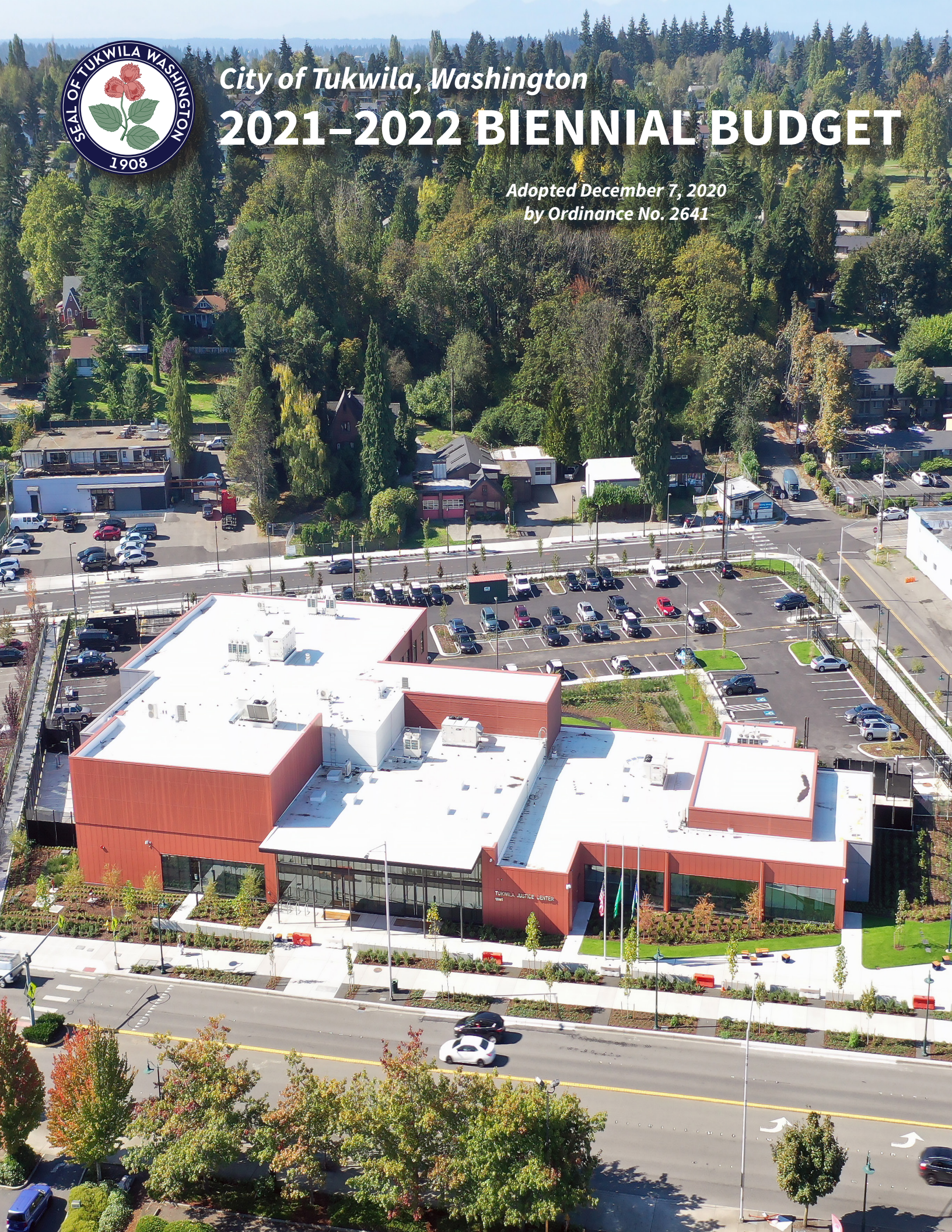




City of Tukwila, Washington

2021–2022 BIENNIAL BUDGET

*Adopted December 7, 2020
by Ordinance No. 2641*





City of Tukwila, Washington

VISION

*The city of opportunity,
the community of choice*

MISSION

*To provide superior services
that support a safe, inviting and
healthy environment for our
residents, businesses and guests.*

VALUES

*Caring
Professional
Responsive*

STRATEGIC GOALS AND OBJECTIVES

1 A community of inviting neighborhoods and vibrant business districts

- ◆ Cultivate community ownership of shared spaces.
- ◆ Build a broad and collaborative approach to preventing crime and increasing the sense of safety.
- ◆ Focus City planning and investments on creating a connected, dynamic urban environment.
- ◆ Use City efforts and investments to realize established visions for specific sub-areas.
- ◆ Build and maintain public infrastructure that supports a healthy and attractive built and natural environment.

2 A solid foundation for all Tukwila residents

- ◆ Partner with organizations that help meet the basic needs of all residents.
- ◆ Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services.
- ◆ Encourage maintenance, improvements and diversity in the City's housing stock.
- ◆ Work to eliminate systemic barriers and provide equitable access to opportunities and services as outlined in the City's Equity Policy.

3 A diverse and regionally competitive economy

- ◆ Embrace the City's economic potential and strengthen the City's role as a regional business and employment center.
- ◆ Strengthen the City's engagement and partnership with the business community.
- ◆ Encourage development, maintenance, improvements, and diversity in the City's stock of business space.

4 A high-performing and effective organization

- ◆ Use Tukwila's Vision, Mission, and Strategic Plan to focus and prioritize City efforts.
- ◆ Advance Tukwila's interests through participation in regional partnerships.
- ◆ Continue to develop as an organization and support individual growth.
- ◆ Ensure City facilities are safe, efficient and inviting to the public.
- ◆ Ensure the long-term fiscal sustainability of the City.

5 A positive community identity and image

- ◆ Improve the City's ability to build trust and work with all members of the Tukwila community.
- ◆ Facilitate connections among Tukwila's communities.
- ◆ Promote a positive identity and image of Tukwila.



**CITY OF TUKWILA
WASHINGTON**

ADOPTED BIENNIAL BUDGET

2021-2022

Elected Officials

MAYOR: Allan Ekberg

COUNCIL: Verna Seal
Kathy Hougardy
De'Sean Quinn
Kate Kruller
Thomas McLeod
Zak Idan
Cynthia Delostrinos Johnson

POPULATION: 21,360
ASSESSED VALUATION: \$7.63 Billion



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**2021 – 2022 BIENNIAL BUDGET
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City of Tukwila

Allan Ekberg, Mayor

6200 Southcenter Boulevard • Tukwila, Washington • 98188
Tel 206-433-1800 • www.tukwilawa.gov

Dear City Council and Tukwila Community,

The year 2020 will be a year that we all remember as time that tested us all: dealing with a pandemic, financial difficulties, social reconciliation, and responding to the ongoing needs of our community.

The year 2020 will also be a year that we all remember as a time that we showed our resilience as a community, as we stood together to face these difficulties, to feed our seniors and families, to keep vital public services of police, fire, public works and our courts open and responding to the community needs. I am proud that we became a virtual city hall in 24 hours and continued to provide excellent public service. I will remember 2020 as a time that we were tested and became stronger.

Due to the collaboration of the Council, the City was able to respond early and make difficult financial and service decisions that placed the City in a better place to create a balanced 2021-2022 budget that upholds our city's values of caring for our community, professionally serving our residents and businesses and being responsive to our youth, families and seniors.

We all knew that this 2021-2022 Budget development was going to have its challenges. Our revenues have not fully recovered from the financial downturn and our service levels are still not back up to our 2019 levels. We also knew that the 2021-2022 Budget was an opportunity to reimagine our local government; with a focus on providing continued human services support for our residential community; to continue implementing our equity policy, unburdening our police department; to continue to invest in future generations for infrastructure, safe facilities and technology that will keep us resilient through any future challenges.

This Budget Reflets our Values and Equity Policy

We have often said that a budget is a reflection of our values and that is what we have done in this budget process.

First, we are guided by our **City's Adopted Strategic Plan** which articulates our **vision** of Tukwila as the City of Opportunity, the Community of Choice; our **mission**: To provide superior services that support a safe, inviting and healthy environment for our residents, businesses and guests; and our **core values**: Caring, Professional and Responsive.

These are accomplished through our strategic goals of:

1. A community of inviting neighborhoods and vibrant business districts
2. A solid foundation for all Tukwila Residents
3. A diverse and regionally competitive economy
4. A high-performing and effective organization
5. A positive community identity and image

Then we lead with an equity lens based on the City's adopted **Equity Policy** in Resolution 1921 that clearly states the City's commitment to being an inclusive community that provides equal access to all. We agree that equity means eliminating systemic barriers and providing fair access to programs, services, and opportunities to achieve social, civic and economic justice within the City of Tukwila. This budget works to promote the six policy equity goals in order to achieve equitable access to opportunities and services in the City of Tukwila. The City's Equity and Social Justice Commission, along with the staff Equity Policy Implementation Committee (EPIC) are leading the work to implement the Equity Policy, which includes the following goals:

1. Our City workforce reflects our community.
2. Community outreach and engagement is relevant, intentional, inclusive, consistent and ongoing.
3. All residents and visitors receive equitable delivery of City services.
4. City government is committed to equity in the decision-making process.
5. Equity serves as a core value for all long-term plans moving forward.
6. The City will build capacity around equity within City government and the broader community.

The Budget Reflects our Priorities

The Council adopted Priority Based Budgeting in the 2019-2020 Budget process and this will be the second biennium of implementation. The City has completed evaluating all programs using the City's strategic plan and priorities and added in performance measures across all departments to help gauge our success in achieving our priorities. The budget provides more support for higher ranked programs.

The Budget Reflects the Council Priorities

The City began preparing for this year's budget process first through the Council retreat in February 2020 and a budget workshop in June where the Council provided individual ideas and common themes, such as:

- Evaluate and provide options for affordable service levels
- Consider restructuring of City organization if needed
- Focus on the needs of the residential community
- Emphasize equity and social justice
- Provide transparency and communication with Council and the community

In passing Resolution 1987 authorizing the Mayor, City Administrator, or Designee to implement various cost-saving measures to address revenue shortfalls due to the COVID-19 Pandemic, which provided authorization for cost saving measures in 2020, the Council laid the foundation for continued collaboration and communication as well as twice monthly reports. These reports and other regular updates have provided the community with clear transparency on the impacts of the Covid-19 pandemic on the community and city services and finances.

The City Council hosted a public listening session in August. Comments and questions were raised around rethinking public safety and policing, elevating immigrant and BIPOC perspectives, considerations of creative revenue sources, funding health and human services, fire staffing, and more.

The 2021-2022 Mayor's Proposed Budget

All of these efforts guided the preparation of this budget. Whereas the full budget is over 200 pages, there are some key highlights I would like to bring to your attention.

City is in a Good Healthy Financial Condition

The 2021-2022 Proposed Budget is balanced and meets the Council adopted goals for Contingency and Ending Fund balances. There is no ongoing draw-down of the required 10% adopted contingency. This is an amazing achievement by everyone throughout our City and community. Due to the early action of the Council, the tremendous sacrifice by our non-represented staff and most of our labor partners, the City is in a good financial condition in 2020. While in May of this year we initially projected the need to use \$4.8 million in contingency for this year alone, I am proud to share that we only need to spend approximately \$700,000 from contingency this year. And, even with utilizing this amount of contingency on a one-time basis, we still approach 2021 and 2022 with contingency and reserve funds higher than the Council's adopted policies. I want to personally thank all our employees for their faith in working collaboratively to solve these difficult financial issues.

Due to these sacrifices and the better financial health of the City, we restored service hours to the public and eliminated the temporary furloughs of employees across all of our departments starting on November 1, 2020. I saw the negative impact of these reduced service levels in all parts of our city, such as backlogs in our permit center and overburdened staff in information services. I am grateful for the patience the public has shown and the grace our employees have given to all of us during this time. While the normal operating hours will be achieved, due to the pandemic, staff who can telecommute will continue to do so at least through the end of this year. As it is currently, City facilities will remain closed to the public through the end of 2020. This budget does fund existing staff at normal operating hours through 2021 and 2022.

Budget Supports Key Initiatives

Protects the most vulnerable – The Proposed 2021-2022 budget increases the level of funding and staffing for human services, continues the additional HB 1406 (“Encouraging investments in affordable and supportive housing”) funding the Council authorized in 2020, maintains our support for feeding our seniors and families, continues our support for small businesses, and assumes the new initiative to support additional affordable housing funds allowed by HB 1590. This continues Tukwila's strong commitment to residents and businesses and the temporary staffing and budget increase for human services will allow the City to assist additional residents affected by the pandemic with rental assistance.

Continues implementation of the Equity Policy – The City plans to continue fully implementing the Council adopted Equity Plan that is focused on “Reducing barriers for all people.” This includes funding for ongoing training, policy changes, improved outreach and use of the equity tool kit in decision making.

Reimagining police services – The Tukwila Police Department is a leader in implementing best practices in community policing. The City was one of the first in the state to implement body cameras for all officers. Through early adoption of the training, policies, practices and oversight contained in statewide Initiative 940 (Police Training and Criminal Liability), the department has led the way. The Police continues this leadership in 2021 by starting the “Mental Health Professional” pilot project using drug seizure funds in 2021 and assuming its success, expansion in 2022 with general fund support. I am personally excited to see the success of this program to appropriately address mental health and other issues within our community. While we have also opened our new Justice Center, along with the Court, we will engage the community to create an even more community-oriented police and justice system.

Maintains Current Level of Fire Services – The Fire Department remains a Tier 1 priority program in this budget and the City will continue to protect public health and safety service as our community expects and deserves. Tukwila Fire Fighters provide fire protection, prevention and emergency medical services that

consistently perform among the highest of their peers throughout the region. Tukwila Fire Department has one of the fastest and most consistent response times in South King County in aid and fire calls.

No additional service or employee reductions – There are no additional service, layoffs, furloughs or pay reductions planned in the Proposed 2021-2022 Budget. Some previously frozen positions in 2020, are being filled in 2021 to meet the community service demand. This is a testament to the hard work done by all our employees across all our departments to better manage expenditures and to collectively share the burden of this financial challenge.

Restoring service levels – There are several areas in which the City is now able to restore services and thaw formally frozen positions, such as in the permit center and the streets department. This will provide much needed assistance to the public. There are no additional service, layoffs, furloughs or pay reductions planned in the Proposed 2021-2022 Budget.

Continue to invest in infrastructure for future generations – We all know that we need to maintain and improve the public infrastructure of utilities, bridges, and roadways. This budget continues these investments in the following ways:

- Utilities – this budget increases the level of investment to implement strategic plan goals of upgrading facilities, making them more resilient, ensuring future water storage for our community, improving fish passage, and maintaining our levees.
- Street Overlays – the Proposed 2021-2022 budget restores overlays to originally planned levels of \$1.4 million per year to maintain our high pavement rating. I am proposing to use some one-time contingency funds, funds that are above the council's adopted 10% goal, for this one-time purpose to take advantage of a favorable bidding environment.
- 42nd Ave South Bridge design is planned to move forward with initial 30% design to ensure we are competitive for grants at the state and federal level. Our state legislators and funding partners all recommend moving forward with design to be more competitive for grants and future funding for this deficient bridge into our Allentown community. We plan to use the already budgeted matching funds to achieve 30% design. The Council has the option to consider using one-time contingency funds to move beyond 30% to a 100% design in the future, and if grants become available.

Continue investments in safe, efficient facilities for first responders – The public entrusted the City with additional resources to support the Public Safety Plan and the City has been good stewards of these funds. The projects are on-time and on-budget and some have already opened. This budget continues that commitment.

- Opened the Justice Center and Fire Station 51 – on-time and on-budget.
- Will open new headquarter Fire Station 52 in 1st Quarter 2021 – on-time and on-budget.
- Phase I - Public Works Fleet and Facility services is planned to go out to bid this year to take advantage of a competitive bidding environment and then begin construction to be completed in 2021. This will move our staff to a seismically safe building that will also meet regulatory standards.

Continue City's investments in technology and new robust systems – The City Council's investment in technology three years ago, which included moving most services to the Cloud and providing laptops for all employees, allowed us to quickly move to the new normal of online services due to the pandemic. Tukwila remains a leader in providing online and remote services to our customers in a seamless fashion. Some of the highlights include:

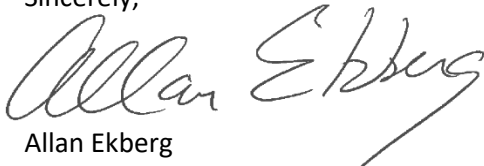
- Implemented a new online permit system in Sept 2020
- Police records will soon be transitioned online to the next generation system
- Plan to invest in a much needed new online financial system in 2021, replacing our antiquated and inefficient accounting system

These are just some of the key highlights of the ongoing resource commitments made in the Proposed 2021-2022 Budget. To be sure, hard decisions were made. We were unable to restore all of the frozen positions, which will affect many departments in the City. A significant reduction in seasonal labor is also included in this budget and will remain that way until revenues return to pre-pandemic levels, which will continue some service reductions in areas such as Streets and Recreation. Additional cuts were made in travel, training, and employee recognition, which will affect the organization.

We also recognize that there will be key future decisions that must be dealt with head on in the next biennium, including the ever-increasing cost of health care, ensuring a long-term, financially stable fleet fund, as well as long-term ongoing streets and facilities maintenance and repairs. Finally, the City must identify a long-term solution for funding our superior level fire service to the community. Though I believe that we will continue to be challenged in the coming biennium with reduced revenues, I am confident that the Administration and Council will collaborate to make these tough decisions.

I am very proud of how our community has weathered this pandemic to date. I have seen neighbors helping neighbors, donating food and other much-needed supplies, volunteering at the Tukwila Pantry and Stillwaters to ensure basic needs are met in our community, while practicing good social distancing and mask wearing. It is with this same spirit that I present the Proposed 2021-2022 Budget to the community and Council. I look forward to working with all of you to finalize the document and set the roadmap for the next biennium.

Sincerely,

A handwritten signature in black ink, appearing to read "Allan Ekberg". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Allan Ekberg
Mayor



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Tukwila
Washington**

For the Biennium Beginning

January 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Tukwila, Washington for its biennial budget for the biennium beginning January 1, 2019. In order to receive this award, a government entity must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of two years. We believe our current budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



City of Tukwila

Washington

Ordinance No. 2641

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, ADOPTING THE BIENNIAL BUDGET OF THE CITY OF TUKWILA FOR THE 2021-2022 BIENNIUM; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the preliminary budget of the City of Tukwila for the 2021-2022 biennium was submitted to the City Council in a timely manner for their review; and

WHEREAS, a Public Hearing on the proposed budget was advertised and held on November 9, 2020; and

WHEREAS, as budget oversight is one of its key legislative responsibilities, the City Council conducted a thorough process to deliberate the proposed 2021-2022 Biennial Budget;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY ORDAINS AS FOLLOWS:

Section 1. The City Council hereby adopts the document entitled "City of Tukwila 2021-2022 Biennial Budget," incorporated by this reference as if fully set forth herein, in accordance with RCW 35A.34.120.

Section 2. Cost of living adjustments (COLAs) for non-represented employees shall be implemented per the City Council's Compensation Policy.

Section 3. Staff is authorized to submit a consultant contract for 30% Design of a new bridge at 42nd Avenue South. The current consultant contract of \$1,078,487.00 with Tran Tech Engineering was presented to the Transportation and Infrastructure Committee on September 21, 2020 and October 19, 2020, funds for which are reflected in the proposed budget dollars shown. The City Council retains final decision on this project.

Section 4. Staff is authorized to go to bid on Phase 1 of the Public Works Shop Project, improvements to the former Heiser facility, at the current estimate of \$8,567,000.00, funds for which are reflected in the proposed budget dollars shown. The City Council retains final decision on this project once the bids are received and the actual cost is known.

Section 5. The totals of the estimated revenues and appropriations for each separate fund and the aggregate totals are as follows:

Fund	Total Expenditures	Total Revenues
000 General	\$141,979,059	\$ 141,979,059
105 Contingency	7,141,978	7,141,978
101 Hotel/Motel	2,604,844	2,604,844
103 City Street	4,159,810	4,159,810
104 Arterial Street	11,119,257	11,119,257
109 Drug Seizure Fund	464,243	464,243
2XX LTGO Debt Service Funds	13,408,972	13,408,972
213 Unlimited Tax G.O. Bonds	8,056,339	8,056,339
206 LID Guaranty	725,137	725,137
233 2013 LID	1,874,373	1,874,373
301 Land Acquisition, Recreation & Park Dev.	4,590,662	4,590,662
302 Facility Replacement	4,105,169	4,105,169
303 General Government Improvements	801,021	801,021
304 Fire Improvements	610,259	610,259
305 Public Safety Plan	12,952,873	12,952,873
306 City Facilities	7,099,144	7,099,144
401 Water	19,839,864	19,839,864
402 Sewer	33,079,798	33,079,798
411 Foster Golf Course	4,541,520	4,541,520
412 Surface Water	24,777,674	24,777,674
501 Equipment Rental	8,399,876	8,399,876
502 Insurance Fund	17,486,845	17,486,845
503 Insurance - LEOFF 1 Fund	995,203	995,203
611 Firemen's Pension	1,656,780	1,656,780
Total All Funds Combined	<u>\$332,470,700</u>	<u>\$ 332,470,700</u>

Section 6. A complete copy of the final budget for 2021-2022, as adopted, together with a copy of this adopting ordinance, shall be kept on file electronically by the City Clerk and accessible from the City's website in accordance with Washington State records retention schedule requirements and City policy, and shall be made available to the public upon request. A complete copy of the final budget for 2021-2022, as adopted, together with a copy of this adopting ordinance, shall be transmitted by the City Clerk to the Division of Municipal Corporations of the Office of the State Auditor and to the Association of Washington Cities.

Section 7. Corrections by City Clerk or Code Reviser Authorized. Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering and section/subsection numbering.

Section 8. Severability. If any section, subsection, paragraph, sentence, clause or phrase of this ordinance or its application to any person or situation should be held to be invalid or unconstitutional for any reason by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of the remaining portions of this ordinance or its application to any other person or situation.

Section 9. Effective Date. This ordinance or a summary thereof shall be published in the official newspaper of the City, and shall take effect and be in full force five days after passage and publication as provided by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Regular Meeting thereof this 7th day of December, 2020.

ATTEST/AUTHENTICATED:

signed via DocuSign.com

Key: 80a0101b7e0d43e2e70ba080000000000

Christy O'Flaherty, MMC, City Clerk



Allan Ekberg, Mayor

APPROVED AS TO FORM BY:

signed via DocuSign.com

Key: 80a0101b7e0d43e2e70ba080000000000

Office of the City Attorney

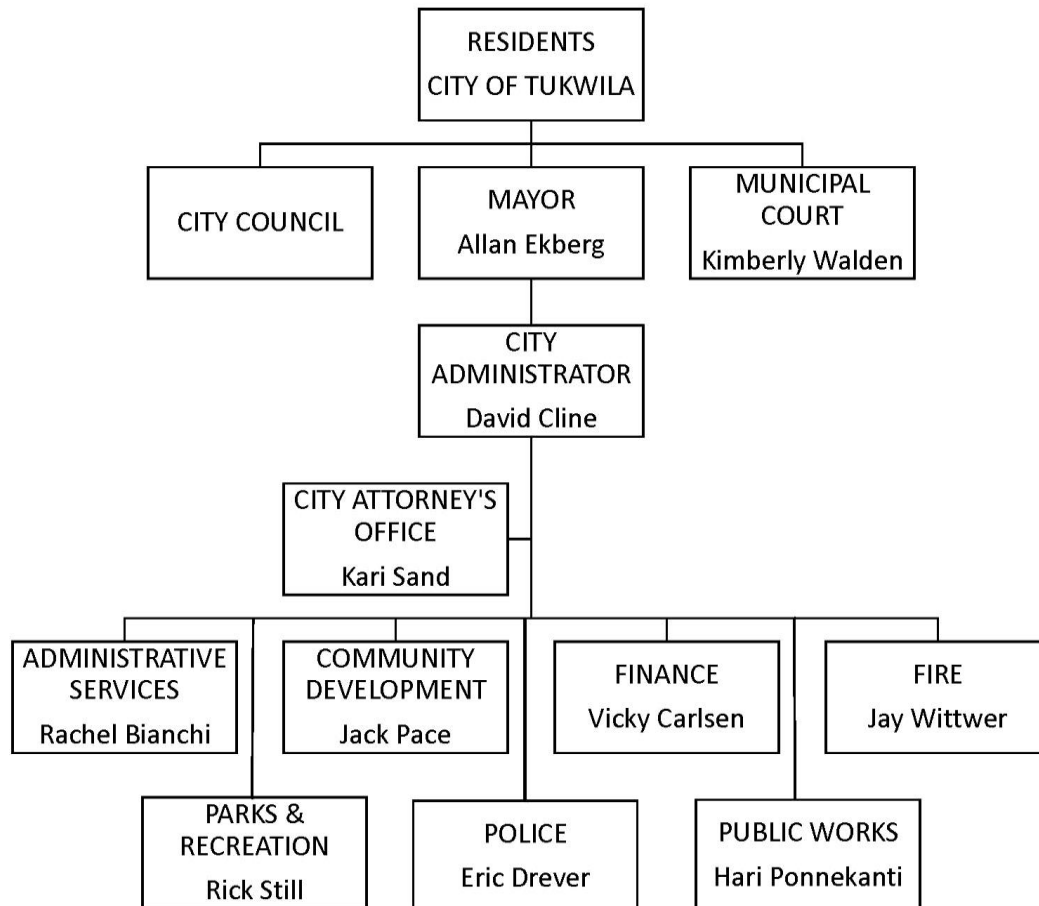
Filed with the City Clerk: 12-2-20
 Passed by the City Council: 12-7-20
 Published: 12-10-20
 Effective Date: 12-15-20
 Ordinance Number: 2641

RECONCILIATION OF 2021 - 2022 BUDGET SUMMARY TO ORDINANCE

REVENUES	2021 Beginning Fund Balance	2021 Revenues	2022 Revenues	Total Revenues
000 General	\$ 11,631,350	\$ 62,749,717	\$ 67,597,992	\$ 141,979,059
101 Hotel/Motel	1,742,844	406,000	456,000	2,604,844
103 City Street	114,810	589,000	3,456,000	4,159,810
104 Arterial Street	1,327,257	6,481,000	3,311,000	11,119,257
105 Contingency	7,101,978	20,000	20,000	7,141,978
109 Drug Seizure Fund	333,243	60,500	70,500	464,243
2XX LTGO Debt Service Funds	381,630	4,382,338	8,645,004	13,408,972
213 UTGO Bonds	76,339	3,605,000	4,375,000	8,056,339
206 LID Guaranty	719,137	3,000	3,000	725,137
233 2013 LID	692,373	601,000	581,000	1,874,373
301 Land Acquisition, Recreation & Park Dev.	2,171,922	1,942,800	475,940	4,590,662
302 Facility Replacement	1,835,169	410,000	1,860,000	4,105,169
303 General Government Improvements	500,021	300,500	500	801,021
304 Fire Improvements	9,259	300,500	300,500	610,259
305 Public Safety Plan	147,873	6,705,000	6,100,000	12,952,873
306 City Facilities	4,249,144	3,450,000	-	7,699,144
401 Water	6,170,864	6,722,000	6,947,000	19,839,864
402 Sewer	12,762,798	10,032,000	10,285,000	33,079,798
411 Foster Golf Course	873,520	1,818,000	1,850,000	4,541,520
412 Surface Water	5,385,674	8,883,000	10,509,000	24,777,674
501 Equipment Rental	2,969,227	2,784,818	2,365,831	8,119,876
502 Insurance Fund	642,799	8,118,924	8,725,122	17,486,845
503 Insurance - LEOFF 1 Fund	243,203	316,000	436,000	995,203
611 Firemen's Pension	1,516,780	70,000	70,000	1,656,780
Total	\$ 63,599,214	\$ 130,751,096	\$ 138,440,389	\$ 332,790,700

EXPENDITURES	2021 Expenditures	2022 Expenditures	2022 Ending Fund Balance	Total Expenditures
000 General	\$ 63,146,050	\$ 66,974,260	\$ 11,858,749	\$ 141,979,059
101 Hotel/Motel	1,101,781	1,013,209	489,854	2,604,844
103 City Street	369,000	3,610,000	180,810	4,159,810
104 Arterial Street	6,865,301	3,395,273	858,683	11,119,257
105 Contingency	-	-	7,141,978	7,141,978
109 Drug Seizure Fund	200,000	40,000	224,243	464,243
2XX LTGO Debt Service Funds	4,740,338	8,643,004	25,630	13,408,972
213 UTGO Bonds	3,602,975	4,374,975	78,389	8,056,339
206 LID Guaranty	-	-	725,137	725,137
233 2013 LID	648,588	628,563	597,222	1,874,373
301 Land Acquisition, Recreation & Park Dev.	2,505,000	505,000	1,580,662	4,590,662
302 Facility Replacement	1,235,000	2,786,000	84,169	4,105,169
303 General Government Improvements	240,000	200,000	361,021	801,021
304 Fire Improvements	300,000	300,000	10,259	610,259
305 Public Safety Plan	2,967,817	2,390,467	7,594,589	12,952,873
306 City Facilities	7,662,408	-	36,736	7,699,144
401 Water	8,555,244	9,689,329	1,595,291	19,839,864
402 Sewer	11,751,296	11,801,825	9,526,678	33,079,798
411 Foster Golf Course	1,843,879	1,844,993	852,648	4,541,520
412 Surface Water	8,826,614	11,789,938	4,161,122	24,777,674
501 Equipment Rental	2,854,868	2,252,165	3,012,843	8,119,876
502 Insurance Fund	8,136,454	8,710,402	639,989	17,486,845
503 Insurance - LEOFF 1 Fund	486,920	497,040	11,243	995,203
611 Firemen's Pension	65,000	65,000	1,526,780	1,656,780
Total	\$ 138,104,533	\$ 141,511,443	\$ 53,174,724	\$ 332,790,700

**City of Tukwila, Washington
2021-2022 Organization Chart**



CITY OFFICIALS**2020 CITY COUNCIL**

Council President
 Councilmember
 Councilmember
 Councilmember
 Councilmember
 Councilmember
 Councilmember

De'Sean Quinn
 Verna Seal
 Kathy Hougardy
 De'Sean Quinn
 Kate Kruller
 Thomas McLeod
 Cynthia Delostrinos Johnson

MUNICIPAL COURT

Judge
 Court Administrator

Kimberly Walden
 Trish Kinlow

CITY ADMINISTRATION

Mayor
 City Administrator
 Deputy City Administrator
 City Attorney
 Finance Director
 Community Development Director
 Parks & Recreation Director
 Interim Public Works Director
 Fire Chief
 Interim Police Chief
 Human Resources Director
 Deputy Administrative Service Director/CIO
 City Clerk

Allan Ekberg
 David Cline
 Rachel Bianchi
 Kari Sand
 Vicky Carlsen
 Jack Pace
 Rick Still
 Hari Ponnekanti
 Jay Wittwer
 Eric Drever
 Juan Padilla
 Joel Bush
 Christy O'Flaherty

2021-2022 ADOPTED BUDGET PREPARED BY:**FINANCE DEPARTMENT PERSONNEL**

Finance Director
 Deputy Director
 Fiscal Manager
 Senior Fiscal Coordinator
 Fiscal Coordinator
 Fiscal Coordinator
 Fiscal Specialist
 Fiscal Specialist
 Fiscal Specialist
 Fiscal Specialist
 Fiscal Technician

Vicky Carlsen
 Tony Cullerton
 Aaron Williams
 Sherry Wright
 Richard Takechi
 Elveena Narayan
 Diane Jaber
 Karen Fricke
 Cindy Wilkins
 Joanna Fortenberry
 Dalene Qualls

SPECIAL THANKS FOR SIGNIFICANT CONTRIBUTION TO THE BUDGET PROCESS

Laurel Humphrey

Gail Labanara

Cheryl Thompson

CITY BOARDS AND COMMISSIONS**ARTS COMMISSION**

Jaleh Sadravi
Sheila Coppola
Pinky Estell

Trisha Gilmore
Cynthia Chesak
Helen Enguerra

Shawn Belyea
Dylan Mahler

City Staff:

Tracy Gallaway, Parks & Recreation Manager – Parks & Recreation Department

CIVIL SERVICE COMMISSION

Tom Morris

Kathleen Wilson

Tosh Sharp

City Staff:

Michelle Godyn, Civil Service Examiner – Human Resources Department

COMMUNITY ORIENTED POLICING CITIZEN'S ADVISORY BOARD

Jun Castillo
John Lindsay

Tosh Sharp

Jan Bolerjack
Roger Arnold

City Staff:

Eric Drever, Interim Police Chief, Police Department

EQUITY AND SOCIAL JUSTICE COMMISSION

Kathy Hougardy
Eileen English
Kraig Boyd

Joe Duffy
Roy Busch
Aaron Draganov

Gabriela Quintana
Jonathan Joseph

City Staff:

Niesha Fort-Brooks, Community Engagement Manager – Mayor's Office

HUMAN SERVICES ADVISORY BOARD

Terra Straight
Katrice Cyphers

Eileen English
Sharon Myklebust

Jonathan Joseph
Jan Bolerjack

City Staff:

Stacy Hansen, Human Services Coordinator – Human Services Division

LIBRARY ADVISORY BOARD

Scott Kruize
Steve Miller
Marie Parrish

Geraldine Ventura
Linda McLeod
Verna Seal

Cynthia Chesak

City Staff:

Stephanie Gardner Brown, Parks & Recreation Analyst – Parks & Recreation Department

LODGING TAX ADVISORY COMMITTEE

De'Sean Quinn
Miesa Berry
Jim Davis

Asia Wen
Ben Oliver
Jean Thompson

Daniel Lee

City Staff:

Brandon Miles, Economic Development Liaison – Mayor's Office

PARK COMMISSION

Sean Albert
Natalie Suum

Earnest Young

Scott Kruize
Ivan Cockrum

City Staff:

Kris Kelly, Parks & Recreation Manager – Parks & Recreation Department

PLANNING COMMISSION

Louise Strander
Karen Simmons
Andrea Reay

Dennis Martinez
Dixie Stark
Heidi Watters

Sharon Mann

City Staff:

Wynetta Bivens, Assistant to the Director – Department of Community Development

CITY OF TUKWILA BACKGROUND

Tukwila means *land where the hazelnuts grow* in the Lushootseed dialect of the *People of the Inside* (the Duwamish people), who have inhabited the area for centuries. The City includes both single- and multi-family residences, heavy and light manufacturing, and service-oriented companies. It hosts the Northwest's largest concentration of retail businesses. The City prides itself in its:

- Well-established economic base
- Strong financial management
- Use of forecasting and Priority-Based Budgeting



City of Tukwila Details

- A 113-year old community incorporated in 1908, which now encompasses an area of 9.7 square miles.
- Current population is 21,360.
- Mayor-Council form of government.
- Administered by a full-time Mayor, a seven-member City Council, and a City Administrator. All elected-official terms are for a period of four years.
- Located in the heart of the Puget Sound region, approximately 12 miles south of downtown Seattle, 17 miles north of Tacoma, and just east of Seattle-Tacoma International airport.
- Additional information about the City is included in the Appendix.

READER'S GUIDE

For many, the City's budget document can look formidable. Since budget document users come with a wide variety of backgrounds, and include Councilmembers, City staff, residents, and financial market experts, the information in the biennial budget is designed to provide a lot of different information about the City to a wide variety of different users. The information in the budget can be grouped into one of four main areas to facilitate an understanding of what the City plans to do with its resources for the next two years.

1. A Policy Document: The City's biennial budget addresses two primary kinds of policies: policies that are under development (usually stated as goals to be accomplished) that may change how the City operates in the future, and policies that are already in place. The Mayor's Budget Message, found at the beginning of the document, provides the background, sets the stage for the specific work plan that will be accomplished during the coming budget period, and reviews the policy issues important to the community as identified by the City Council. New policy issues that have a fiscal impact are highlighted in this message. All of these policy issues have the potential to impact fees, taxes, and/or the allocation of existing staff or financial resources.

2. A Communications Device: The City's biennial budget provides information about the priorities the City Council has identified for the next two years, as well as information about the day-to-day activities the City performs. The Mayor's Budget Message is a concise discussion of the major priorities of the City. The financial and department information included in the detailed budget section of this document provides additional information about the major priorities, as well as a considerable amount of detail as to the City's day-to-day activities and the resources required to meet service demands. Performance measures are included in the detailed budget section for certain departments and funds to provide information on how efficient and effective the City is in pursuit of meeting City goals and management objectives.

3. A Financial Plan: The budget document is foremost a financial plan, providing a numerical road map that matches resources with spending priorities defined by City Council. Each operational area of the budget involves specific departments and is summarized by the budget organization charts.

a. **The Budget by Department:** The department designation is used to group a set of like activities to enhance the opportunities for operational efficiencies, or to take advantage of professional qualifications of staff to work on multiple types of projects. A department can operate in just one fund, such as the Finance Department which operates only in the General Fund. In this case, the department has a fairly singular focus of work, with specialized training that does not cross into other work areas. A department can also operate in more than one fund, such as the Public Works Department, which operates in multiple funds, including the General Fund, Water, Sewer, Surface Water Utility Funds, and various Capital Project Funds. In this case, the department has a more complex set of work tasks, but the same set of staff skills can be used in a number of areas. Some departments also have divisions and within each division there can be one or more programs. The program level is used to either manage specific work, allow the ability to cost specific services for which customers are charged a fee for service, or report to the City Council, residents, or outside agencies.

b. **The Budget by Fund:** Summaries of the City's adopted budget by fund can be found at the beginning of this document. The City uses a fund structure as the primary method of accounting for financial operations. A fund can be thought of as a "business," with all revenues in the fund specifically associated with the kinds of expenditures in the fund. In many cases, there is a legal restriction on the use of the revenue in a fund. This means that Water Fund revenues cannot be used to pay for street repair as the Water Fund revenue is legally restricted to services necessary to provide water to all properties in Tukwila not served by other providers. Funds are usually named for their primary activity (i.e., the Arterial Street Fund accounts for revenue and expenditures associated with improvements in the City's major arterial street infrastructure). The General Fund is used as a catch-all fund, and is specifically defined as the fund to use when there is no reason to use another fund.

c. **The Budget by Category:** The City's budget also includes different categories of revenues and expenditures which overlay the budget by fund and department. Comparing the budget by categories can help a reader understand how major sources of revenue or costs are treated across the organization. Operating revenues include categories such as: sales taxes, property taxes, licenses and permits, charges for services, intergovernmental revenues, fines and forfeitures, and miscellaneous revenues. Non-operating revenue categories include transfers, issuance of long term debt or sale of capital assets. Operating expenditure categories include: personnel services (includes salaries and wages, plus all associated benefits), professional services, materials and supplies, transfers, debt service and capital outlay.

d. **The budget by program:** The budget has also been summarized by programs. Priority based budgeting is the City's priority-driven budgeting process that aligns the budget to the adopted Strategic Plan and community priorities. Programs are identified and scored against the strategic goals and then categorized in tiers, with programs in tier one showing the most alignment with the strategic goals. Program budget are summarized in the budget summary section of the budget document. Program budgets can also be found in each department budget section as well as in the enterprise fund sections and Fleet fund section.

4. An Operations Guide: The City's operations are defined through the budget document in the discussion of each department. At the beginning of every department section is a page showing its organizational structure. The following pages provide a brief summary of how funds are used. The budget document is also used by staff as both a guide for the work plan and as a reference tool. It serves as a comprehensive resource of historical information and projections based on current assumptions. During the course of the biennium, each department manages and monitors its budget, reporting as needed to the City Administrator and/or Finance Director on any unusual occurrences. The Finance Department has the overall responsibility to develop and monitor the budget. The Finance Department's staff prepares monthly budget to actual reports in addition to the quarterly financial status reports which are designed as interim snapshots of the City's financial projections and are included in Council meeting packets. The Finance Department also prepares the Comprehensive Annual Financial Report (CAFR) each year.

BIENNIAL BUDGET PROCESS

The City of Tukwila's budget procedures are mandated by RCW 35A.33. The steps in the budget process are as follows:

1. Prior to November 1 on even numbered years, the Mayor submits a proposed budget to the City Council. This budget is based on priorities established by the Council and estimates provided by the City departments during the preceding months, and balanced with revenue estimates made by the Mayor.
2. The City Council conducts public hearings on the proposed budget in November.
3. The Council makes its adjustments to the proposed budget and adopts by ordinance a final balanced budget no later than December 31.
4. The final operating budget as adopted is published and distributed within the first month of the following year. Copies of the budget are made available to the public.

Every even numbered year the budget process begins with the review of the City's strategic goals as identified in the City's adopted Strategic Plan. This review includes a collaborative process between the Administration and Council to identify the priorities for the next biennium, which inform spending and direct the budget. The six-year capital improvement program document is developed in conjunction with the biennial budget so that annual appropriations can be viewed in the context of the City's long term direction and resource capability. The biennial budget document implements the projects and priorities identified in the six-year financial plan and capital improvement program. It outlines the manner in which financial resources will be utilized during the budget period. The course the City is taking can be changed through the allocation of resources. The City Council, Mayor, City Administrator, Department Directors, City staff and residents all participate in the budget process.

Once adopted, the budget is a formal expression of public policy on the City's objectives and priorities, and on how resources will be allocated to meet those objectives.

City staff reviews the adopted financial policies and presents any changes to the Council during the budget cycle. The Council considers the proposed changes and may adopt policy changes, if necessary. City staff then prepares the six-year financial plan and presents it to the City Council as part of the budget review process. The six-year financial plan is reviewed, and updated as necessary during off budget years.

City staff then prepares the final estimates of revenues, expenditures and capital improvement changes. The preliminary budget is presented to the Council in October or earlier. Public hearings and Council discussions are held and the final budget is adopted by early December.

The adopted budget takes effect on January 1st of odd numbered years. Throughout the year, expenditures are monitored to ensure that funds are used in an approved manner. A few times during the budget period, the budget may be changed (amended) by Council action in an open public meeting to respond to additional City activities throughout the course of the budget period.

BUDGET PROCEDURES AND AMENDMENT PROCESS

The City prepares a biennial budget, which has been permitted for Washington cities since 1985 and allows cities to adopt a two-year appropriation. An appropriation represents the city's legal authority to expend funds. By design, the City's biennial budget is considered in non-election years, as the biennium must begin in odd-numbered years.



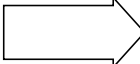














The most common reason for using a two-year appropriation is the time savings in both the budget development and approval process. This is true of staff time invested in preparing the budget as well as the time Council spends during the approval and adoption phases. While it does take more time to prepare a two-year budget than an annual one, the additional time spent is not as significant as preparing two annual budgets. As a result, over the two-year period, there is a substantial time savings. This time savings allows staff and Council to focus on long-range strategic planning.

The concept of a two-year appropriation is straightforward. The two-year budget provides an opportunity to widen the planning horizon and allow more long-term thinking to be part of the financial plan that the budget represents. Biennial budgeting also includes opportunities for adjustments, and a "mid-biennium review" is required. The purpose of this review is to make adjustments to the budget or essentially, a tune up. This review is not intended to become another complete budget process in itself. The mid-biennium review begins September 1st and is to be completed by the end of the first year of the budget.

The City Council authorizes transfers within funds and must approve by ordinance any amendments that increase the total for the fund. Budget amounts presented in the basic financial statements include both the original amounts and the final amended budget as approved by the City Council.

The calendar for the City of Tukwila's current budget is as follows:

2021-2022 Budget Calendar	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2019												
Implementation of Priority-Based Budgeting (PBB) model (multi-year effort)												
Departments identify and refine program inventory												
2020												
Develop program attributes												
Allocate 2019 - 2020 budget to programs to ensure programs have been adequately defined												
Community engagement with PBB, review Strategic Goals												
Community open houses held to share information and gather input on budget												
Programs scored against program attributes												
City Council listening session and online survey												
Peer review of program scoring												
Budget files were made available to staff.												
Budget files were due to Finance department.												
Finance Committee briefed on budget process.												
Finance department compiled and refined draft budget.												
Cross-departmental review of budget components												
Council Committee review of preliminary budget components												
Mayor presented proposed budget.												
City Council reviewed proposed budget.												
Public hearing held.												
Property tax levy set by ordinance.												
Budget and CIP adopted by ordinance and resolution.												

2021-2022 Budget Calendar	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021												
Final budget published and distributed.												
Instruction packet for mid-biennial review and modification distributed to Departments.												
Departments review budgets and prepare budget modifications.												
Department Directors return budget modification requests to Finance.												
Departments review budget modifications with the Mayor and City Administrator.												
Budget modifications adjusted based on Mayor's recommendations.												
Department budget modification requests are reviewed by Council Committees.												
Notice of public budget hearing #1 on proposed budget modification is published.												
Proposed budget modification is filed with the City Clerk, distributed to City Council and made available to the public.												
Public budget hearing #1.												
Notice of public budget hearing #2 is published.												
Public budget hearing #2 is held and property tax levy is set by ordinance.												
City Council considers amendments.												
CIP Amendment and Mid-biennial budget modification are adopted by ordinance.												
2022												
City Council and Administration begin work on City priorities for next biennium.												
Mid year Budget Amendment is adopted by ordinance if necessary.												
Year-end Budget Amendment is adopted by ordinance, if necessary.												

BUDGET DEFINITIONS

Expenditure categories are identified in the following:

Salaries and Wages – Wages for full-time and part-time employees, overtime, and extra labor costs to meet short-term needs of the City.

Personnel Benefits – includes all mandatory and negotiated benefits for City staff.

Supplies – includes items used for day-to-day operations and small tools & equipment that do not meet the capitalization threshold of the City.

Services – includes professional and contracted services, utilities, insurance, and other needs of the City that is accomplished by outside vendors.

Intergovernmental – charges for services paid to other government agencies including jail costs, dispatch for fire and police, and interfund taxes due from enterprise funds to the general fund.

Capital – includes all items purchased that meet the capitalization threshold and major road, sidewalk, and utility project costs within the City.

Budget and Accounting System

The official budget is maintained, both before and after adoption, on the City's financial management and accounting system at a very detailed line item level. Computerized reports may be generated at any time and at various levels of detail. Departments can also access these budgets at any time on a read-only inquiry basis to compare actual revenue and expenditures to their budgets. This computerized budget becomes the accounting system that controls expenditures after adoption of the final budget.

Preliminary Budget

The preliminary budget is prepared, pursuant to state law, as the Mayor's budget recommendations to the City Council. This public document contains a summary of information at the fund level, and for the General Fund at the department level. It focuses on key policy issues, while providing a comprehensive overview of the complete budget.

Budget Ordinance

The actual appropriations implementing the budget are contained in the budget ordinance adopted by the City Council.

Final Budget

The final budget is issued as a formal published document as approved by ordinance by the City Council. It is this document which is formally filed as the final budget.

Programs

While the budget proposals of the administration are developed in concert with the fiscal proposals in the budget, the budget documents themselves only summarize the individual objectives and performance measures. Generally, these programs are not finalized until the budget is in final form as the budget determines the actual activities undertaken by each department.

Components of the Budget

The budget consists of two parts: operating budget and capital budget.

Operating Budget

The operating budget consists of on-going day-to-day operations and departmental budget proposals, which would be sufficient to maintain the objectives set by the departments to meet Council goals.

Capital Budget

The capital budget authorizes and provides the basis of control of expenditures for the acquisition of significant city assets, construction of capital facilities, and improvements to City-owned infrastructure.

Capital Planning

The Capital Improvement Program (CIP) was originally adopted as an element of the City Comprehensive Plan that provides the City's plans to finance capital facilities that will be needed over the next 20 years. The CIP includes both long-range strategy and a specific six-year plan of projects. The CIP is maintained and reports are published separately from the operating budget and includes a summary of the projects and appropriations for the upcoming biennium. For more detailed information see the Financial Planning Model and Capital Improvement Program.

Implementation, Monitoring and Amending the Budget

The financial aspects of the budget are monitored in periodic reports issued by the Finance Department comparing actual expenditures and revenues with the budget. In these reports, financial data can be presented at a higher level of detail than the final budget. These reports include an analysis of the City's financial condition.

From time to time it becomes necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed. One type of change does not affect the "bottom line", or total, total for a department or a fund. These changes, mainly transfers from one line-item to another within a department's operating budget or changes between divisions within a department are presented by administration to City Council for their consideration and approval.

The second type of budget amendment brings about a change in the total appropriation for a department or fund. Examples of these changes include but are not limited to the following: the acceptance of additional grant money, an adjustment to reflect increased revenues such as tax receipts, the appropriation of additional funding if expenditures are projected to exceed budgeted amounts, and re-appropriation of monies from one fund to another. These changes require council approval in the form of an ordinance. The status of the budget is comprehensively analyzed during the mid-biennial review and periodically through each year to identify any needed adjustments.

Basis of Budgeting

All governmental fund type budgets are prepared on the modified accrual basis of accounting in conformity with generally accepted accounting principles (GAAP). The budget for proprietary funds is prepared on an accrual basis, also in accordance with GAAP. The legal level of budgetary control where expenditures cannot exceed appropriations is at the individual fund level. Revisions that alter the total expenditures of any fund must be approved by the City Council and adopted by ordinance.

Chapter 35.33 of the Revised Code of Washington (RCW) mandates the City's budget procedures. The budget, as adopted biennially by the City Council, constitutes the legal authority for expenditures. The City's budget is adopted at the fund level and expenditures may not legally exceed appropriations at that level of detail.

FUND DEFINITIONS

The City of Tukwila's accounting and budget structure is based upon governmental fund accounting to ensure legal compliance and financial management for various restricted revenues and program expenditures. Fund accounting segregates certain functions and activities into separate self-balancing funds created and maintained for specific purposes (as described below). Resources from one fund used to offset expenditures in a different fund are budgeted as either a 'transfer to' or 'transfer from'.

The City of Tukwila budget is organized in a hierarchy of levels, each of which is defined below:

Fund	A fund is an accounting entity used to record the revenues and expenditures of a governmental unit which is designated for the purpose of carrying out specific activities or attaining certain objectives. For example Fund 104, the Arterial Street Fund, is designated for the purpose of maintaining the arterial streets within the City.
Department	A department designates a major function of City operations, e.g., Public Works or Parks and Recreation.
Program	A specific distinguishable line of work performed by the department, or departments, for the purpose of accomplishing a function for which government is responsible. For example, "Traffic Control" is included within the Street Funds.
Object	The appropriation unit (object of expenditure or expense) is the level of detail used in the budget to sort and summarize objects of expenditure, or expense, according to the type of goods or services being purchased, e.g., salaries, supplies.

FINANCIAL STRUCTURE OF THE CITY BUDGET

The following are the fund types budgeted by the City:

Governmental Fund Types

General Fund

The General Fund supports the general operations of the City government. These include administration, the legislative function, legal services, public safety, planning and community development, enforcement of local codes, parks, recreation, and cultural activities. Taxes are the principal source of revenue for the General Fund: property, sales, utility, and gambling taxes. Other important resources are shared revenue from other governments, licenses and permits, charges for services, and fines and forfeitures. The General Fund accounts for all City resources except those for which a specific fund has been created.

The Contingency, or Reserve Fund, is an accumulation of fund balance that is greater than 10% of previous year General Fund revenue, exclusive of significant non-operating revenue. Amounts held in this fund can be used for more restrictive, emergency type purposes. This fund is a sub-fund of the general fund.

Special Revenue Funds

Special Revenue funds are used to account for revenues which are legally or administratively restricted for special purposes. These funds receive revenue from a variety of sources, including Federal and State grants, taxes, and service fees. These revenues are dedicated to carrying out the purposes of the individual special revenue fund. There are two Special Revenue funds: *Lodging Tax and Drug Seizure*.

Debt Service Funds

These funds account for resources necessary to pay principal and interest on general long-term debt. Debt limits are based on percentages of assessed valuation, with voted debt requiring a 60% majority of the city electorate.

Tukwila has a Limited General Obligation bond rating of AA- with Fitch and A1 with Moody.

Capital Projects Funds

These funds are used to account for financial resources to be used for the acquisition of capital facilities including those financed by special assessment, major improvements and construction. Revenues for capital funds consist of federal and state grants, contributions from operating funds and bond proceeds. These revenues are usually dedicated to capital purposes and are not available to support operating costs. Capital projects are adopted on a multi-year basis. Currently the City has eight active capital project funds: Residential Streets, Bridges & Arterial Streets, Land Acquisition, Urban Renewal, General Government Improvements, Fire Improvements, Public Safety Plan Fund and City Facilities Fund.

Proprietary Fund Types

Enterprise Funds – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to business enterprises. They are established as fully self-supporting operations with revenues provided primarily from fees, charges, or contracts for services. The City maintains four Enterprise Funds to account for the operations of Water, Sewer, Surface Water, and Foster Golf Course.

Internal Service Funds – Internal Service Funds are used to account for operations similar to those accounted for in Enterprise Funds, but these funds provide goods or services to other departments on a cost reimbursement basis. The City maintains three Internal Service funds to account for fleet management and self-insurance activities for active employees and retirees.

Fiduciary Funds – Fiduciary, or Trust Funds, are used to account for assets held by the City in a trustee capacity and cannot be used to support the City's own programs. These include pension trust, investment trust, private-purpose trust, and agency funds. The City's pension trust fund is the Firemen's Pension Fund and is budgeted on the accrual basis of accounting where revenues are recognized when earned and expenses are recorded when incurred.

FINANCIAL PLAN

Introduction

The National Advisory Council on State and Local Budgeting (NACSLB) endorses the forecasting of revenue and expenditures in their Recommended Budget Practices and the City's financial plan follows this model. This section of the budget, financial planning model, and capital improvement program provides a combined view of both past and anticipated future revenues and expenditures for all funds. The plan focuses analysis on revenue sources in order to inform readers as to how the City funds services provided to residents, businesses and guests. A table, graph and explanation of major changes is provided for the General Fund, Special Revenue funds, Capital Projects funds, Enterprise funds, Internal Service funds, and Fiduciary funds. This is followed by a six-year forecast of revenue and expenditures along with a discussion of the factors that affect the forecast. Long term debt and debt capacity is discussed as well as the General Fund fiscal capacity. This section ends with a discussion of fund balance and working capital balances.

A budget is a plan that develops and allocates the City's financial resources to meet community needs in both the present and future. The development and allocation of these resources is accomplished on the basis of the policies, goals, and objectives addressing the requirements and needs of the City of Tukwila. While the other sections of this document will present the budget in detail, this section provides an overview of the budget as a Financial Plan. As such, this section focuses on City strategies to maintain its financial strength and the basis for the expectation for future revenues.

An important part of a financial plan is the City's Capital Improvement Program. Projects affecting the budget years in this document are summarized under the Capital Budget section; the entire Capital Improvement Program (CIP) is outlined, in detail, in a separate document.

A six-year forecast of the City's governmental fund revenues and expenditures follows this summary. The purpose of the forecast is to highlight issues associated with financial policies and budgetary decisions. It is not intended to be a multi-year budget.

Revenues and expenditures are projected on the basis of assumed economic relationships. Revenues are forecast on the basis of future economic and demographic factors. Expenditures are forecast based on past trends modified by present and future conditions. Future conditions are based upon a series of assumptions. This model has been used to test a large range of assumptions and policy options in the course of developing budget recommendations.

Continued caution will be required to anticipate and manage the effects of current and future legislative actions to avoid service reductions for budgetary reasons. Should growth occur slower than anticipated the adverse effect on fund balance may be greater than predicted.

The City takes into account the statewide initiative in forecasting property taxes. The issue that develops when property tax increases for existing improvements to property are held to 1% is that costs cannot be held to the same 1% increase. Costs such as employee benefits, negotiated labor contracts, services and supplies continue to increase at a greater rate. Fuel, professional services, and healthcare costs are good examples. The shortfall then has to be made up by increases in sales tax collection and population growth. The City has been able to maintain the existing level of service, in light of legislative action, because the economy is growing at rates sufficient to offset the limits placed on property taxes. Sales tax revenue needs to grow at a rate that will make up the revenues lost from property tax declines. If not, the City will then have to make some different choices in the delivery of basic levels of services.

STRATEGIC GOALS AND STRATEGIES

The Strategic Plan for the City, most recently updated in 2018, guides the City of Tukwila actions and investments for the next several years. It is grounded in an ambitious view of the future and identifies the City's role in making Tukwila the city of opportunity, the community of choice. The Strategic Goals and Strategies do not themselves map out the path forward for the community. Rather, it provides direction and structure for ongoing conversations about what the City and its partners should do to better the community. Guided by this vision, in each year's budgeting and planning cycle, City leaders, City staff, and the community as a whole focuses on developing the priorities for the upcoming budget that aligns with these goals and strategies.

With the implementation of Priority-Based Budgeting (PBB) ongoing dialogue with the community has become part of the budget planning process. Community outreach takes on several forms including open houses, online surveys, social media, printed materials, and workshops. Input received from community outreach efforts is incorporated into the planning process. Early in the budget cycle, a workshop is typically held to identify goals and priorities for the upcoming biennium.

Given the COVID-19 health emergency that began in early 2020, the planning process for the 2021 – 2022 biennial budget process was different. The effects of the pandemic reduced 2020 revenue projects between 10% and 15%. It was also estimated that the effects of the pandemic would linger well into the upcoming biennium.

Because revenue is significantly lower than the previous biennium, the development of goals and priorities had to be different. All departments participated in the process to reduce budgets. Programs were reviewed and lower tier programs were either reduced or eliminated. Essential services were identified and funded first. Parks, street maintenance, and human services were given additional funding as these programs have been impacted the most due to the pandemic.

As part of the planning process, service level reductions that occurred in the 2021 – 2022 budget will be prioritized early in 2021. As revenues begin to exceed the adopted budget, services will be restored as determined by the priority level identified through this exercise.

Looking to the future and the end of the pandemic, the budget planning process will be adjusted to reflect whatever the new normal may be.

BUDGET SUMMARY

This section summarizes the 2021 - 2022 biennial budget and provides comparisons to previous years' revenues and expenditures. It begins with an overview of the City's overall fiscal environment followed by a discussion of the budget development process, then a summary of the City's Priority Based Budgeting. The reader is encouraged to refer to other sections of the budget for more details.

GENERAL FISCAL ENVIRONMENT

Effective budget and financial policies are developed gradually over a period of time in response to long-term fiscal and social-economic conditions. Accordingly, this document responds to both the City's current fiscal and social-economic conditions and those anticipated in the future.

Tukwila's economy generally follows the economic cycles of the surrounding region. However, the economic down periods in the cycles have generally been less severe for Tukwila than for other municipalities in the region due to the relatively stable nature of Tukwila's economy. While sales tax revenues are flattening, by slowing the rate of growth in the General Fund and increasing some revenues, the City is still able to ensure that reserve levels exceed policy requirements.

We enter this new biennium in unprecedented times. Due to the coronavirus pandemic, cities throughout the region and country are facing budget shortfalls due to the public health need for people to stay home. This reality has led to both temporary and short-term business closures, furloughs, and layoffs in a variety of industries, delays and delinquencies in tax payments and reduced utility consumption, resulting in reduced fees. While Tukwila experienced an unprecedented loss of revenues in 2020, the revenues rebounded in the second half of the year better than expected. The City initially projected the need for \$4.8 million in contingency to balance the budget in 2020. A better revenue forecast, coupled with departments holding the line on spending, the City now anticipates using only \$700 thousand, or less, of contingency in 2020. Additionally, the City has not budgeted the use of contingency to balance the next biennium.

There are a lot of economic opportunities in the coming biennium, and we expect to see the economy continue to improve. The Seattle region is highly in demand by employers and homeowners, with thousands of people relocating to the region annually and one of the highest demands for housing in the United States. Indeed, even during the height of the Governor's Stay Home, Stay Healthy order, the City actually saw an *increase* in demand for permits, which continued through the end of the year. The construction industry continues to be strong and is expected to be so through the biennium. Additionally, 234 acres of land ripe for development lies within the Tukwila South section of the urban center. Investments over the past few years in the Southcenter District are starting to come to fruition, and a neighborhood is blooming, realizing the vision of the Southcenter neighborhood as a residential, commercial and employment hub with significant amenities.

Challenges for the future remain. The hardest-hit industries, such as hospitality, may not be back to pre-pandemic levels for five years. Other sectors are assumed to be back within the coming biennium. The most critical factor for an economic rebound globally and here in Tukwila will be a vaccine to combat the pandemic. However, Federal, state and county governments continue to devolve services down to cities and there is no evidence the trajectory will slow or change anytime soon. Agencies are no longer the partners they once were in funding critical infrastructure projects. Over the past several years the City has leveraged hundreds of millions in federal and state dollars to accomplish road and other projects, but these dollars are becoming scarcer. Further, health care costs continue to increase.

Like every other city and all 39 counties in the state, revenues continue to be constrained by the 1% property tax cap imposed by the state legislature. Due to the State's action, the City has also lost streamlined sales tax mitigation payments totaling approximately \$1.1 million annually. With the loss of this ongoing revenue source, coupled with the lack of growth in sales tax revenue, the City can no longer continue to offer the same high level of service. The City is faced with some very difficult choices to balance the 2021 – 2022 biennium. This budget has kept this reality in mind and is crafted to ensure the City remains in the best fiscal health possible.

BUDGET DEVELOPMENT

The 2021 - 2022 biennial budget is fiscally prudent with no expected ongoing drawdowns to our general fund balance or the contingency reserves. With the lack of growth in sales tax revenue and the loss of the streamlined sales tax mitigation payments, as well as the economic realities associated with the pandemic, the City took a multi-pronged approach to align revenue and expenditures. Some positions remain frozen and will not be hired until revenues return to pre-pandemic levels. The City has significantly reduced extra labor, continues to limit overtime and has virtually eliminated all travel, conference registrations and the like. Departmental budgets are reduced by 5 to 10% from the 2020 budget.

PRIORITY BASED BUDGETING

Priority Based Budgeting (PBB) is the City's priority-driven budgeting process that will better show how resources are allocated to the programs and services that provide the greatest value to our residents.

The first phase of the City's implementation of PBB was to apply the process to the General Fund for the 2019-2020 biennium. The second phase of the implementation was to apply PBB to the Enterprise Funds for the 2021-2022 biennium. Please note that due to lack of resources during the COVID-19 pandemic in 2020 that programs for the Enterprise funds were not scored into tiers. The City expects to complete this part of Phase 2 during the next budget cycle.

PBB helps the City and the community evaluate how well the City's resources are aligned with the adopted Strategic Plan and community priorities, and engage in strategic decision-making regarding funding, adding, and/or eliminating programs and services.

The foundation of the process is to:

- **Prioritize services:** Evaluate the relative importance of individual programs and services rather than entire departments.
- **Do the important things well:** In a time of revenue decline, a traditional budget process often attempts to continue funding all the same programs it funded last year, although at a reduced level. The priority-driven budgeting process focuses on identifying the services that offer the highest value.
- **Question past patterns of spending:** An incremental budget process does not seriously question the spending decisions made in years past. The priority-driven budget process puts all the money on the table to encourage more creative conversations about services.
- **Know the true cost of doing business:** Focusing on the full costs of programs ensures that funding decisions are based on the true cost of providing a service.
- **Provide transparency of community priorities:** When budget decisions are based on a well-defined set of community priorities, the government's aims are not left open to interpretation.
- **Provide transparency of service impact:** In traditional budgets, it is often not entirely clear how funded services make a real difference in the lives of citizens. Under priority-driven budgeting, the focus is on the results the service produces for achieving community priorities.
- **Demand accountability for results:** Traditional budgets focus on accountability for staying within spending limits. Beyond this, priority-based budgeting demands accountability for results that were the basis for a service's budget allocation.
- **Evaluating programs based on their influence in achieving the Strategic Goals:** Tukwila's

programs were scored against the City's adopted Strategic Plan, as well as criteria that incorporates mandates, reliance on the city to provide the program, cost recovery, portion of the community served, and change in demand. Programs were also scored based on ability to achieve community and/or good governance results. All department scores were reviewed by peer review teams as part of a quality control process.

Program Inventory: The first step of the PBB process was to establish a program inventory that encompassed all the activities the City performs. Each department developed a comprehensive list of programs and services offered. Each program was then classified as either a community-based or governance-based program. Governance-based programs contribute to the City's structure as a municipal organization. The complete list of programs can be found in the appendix.

Personnel Costs and FTE: Once the program inventory was developed, the next step was to input department personnel costs. Each department allocated the percentage of each employee's time that is spent on specific programs. These percentages were then used to allocate personnel costs to programs as well as calculate the allocation of full-time equivalence (FTE). Employee time is classified by FTE, on a scale of 0-1 (with 1 being the equivalent of a full-time employee).

Non-Personnel Costs: Non-personnel cost types were also allocated in the model. Non-personnel costs include supplies, services, intergovernmental, and capital.

Program Scoring: The next step to PBB was to score each program on several dimensions. Staff scored each program on five basic program attributes (BPAs), using a scale of 0-4: The BPA's include:

- Level of program mandate
- Reliance on the City to provide the program
- Cost recovery of the program
- Portion of the community served by the program
- Change in the demand for the program

Next, each program was scored against either the City's four adopted Strategic Plan goals (in the case of community programs), or five governance goals (in the case of governance programs). Each program's performance for each result was graded on a 0-4 scale. The community program Strategic Plan goals are as follows:

- A community of inviting neighborhoods and vibrant business districts.
- A solid foundation for all Tukwila residents.
- A diverse and regionally competitive economy.
- A positive community identity and image.

The governance program goals are:

- Ensure City facilities are safe, efficient, and inviting to the public.
- Continue to innovate and develop as an organization and support individual growth.
- Advance Tukwila's interests through participation in regional partnerships.
- Use Tukwila's Vision, Mission, and Strategic Plan to focus and prioritize City efforts.
- Ensure the long-term fiscal sustainability of the City.

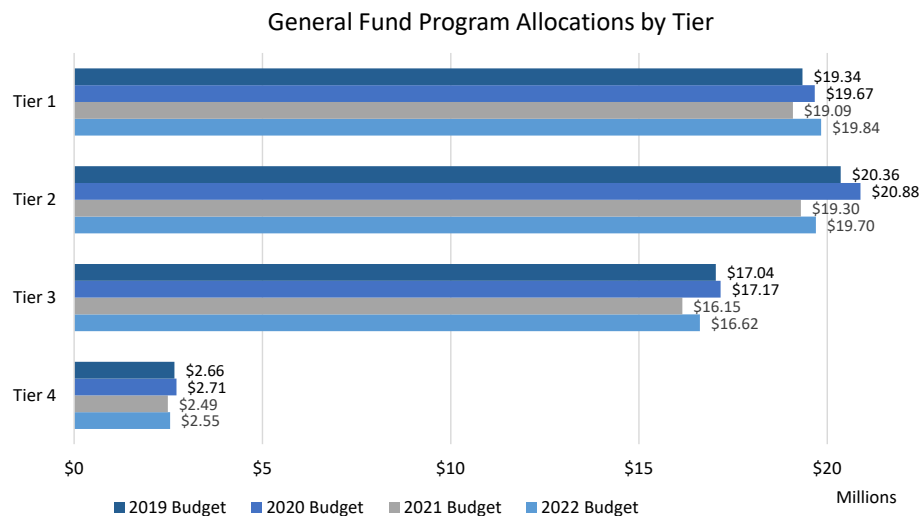
Program Rankings – Tiers 1, 2, 3 & 4

The analysis described above resulted in a final score for each program. The score was developed

using a formula that provides additional weight/emphasis for a program's alignment with the strategic goals, and for the level of mandate identified within the BPA analysis.

The final product splits programs into four tiers and provides a visual representation of how much money is being spent on the programs that fall into each tier. In this representation, the first tier (T1) identifies programs with the most direct connection and support of the City's strategic goals and other contributing attributes. The fourth tier (T4) identifies the programs with the lowest relative connection to the results and other attributes. It should be noted that while a program may fall into the fourth tier, it may be mandated at either the state or federal level to provide the program. The full list of programs can be found in the appendix. All programs that are mandated at either the state or federal level are noted.

The following graph represents the City's general fund budgeted spending from 2019 through 2022 on programs that fall into each tier. The length of the bar indicates total dollars budgeted, with the longer bars representing a higher budgeted amount.

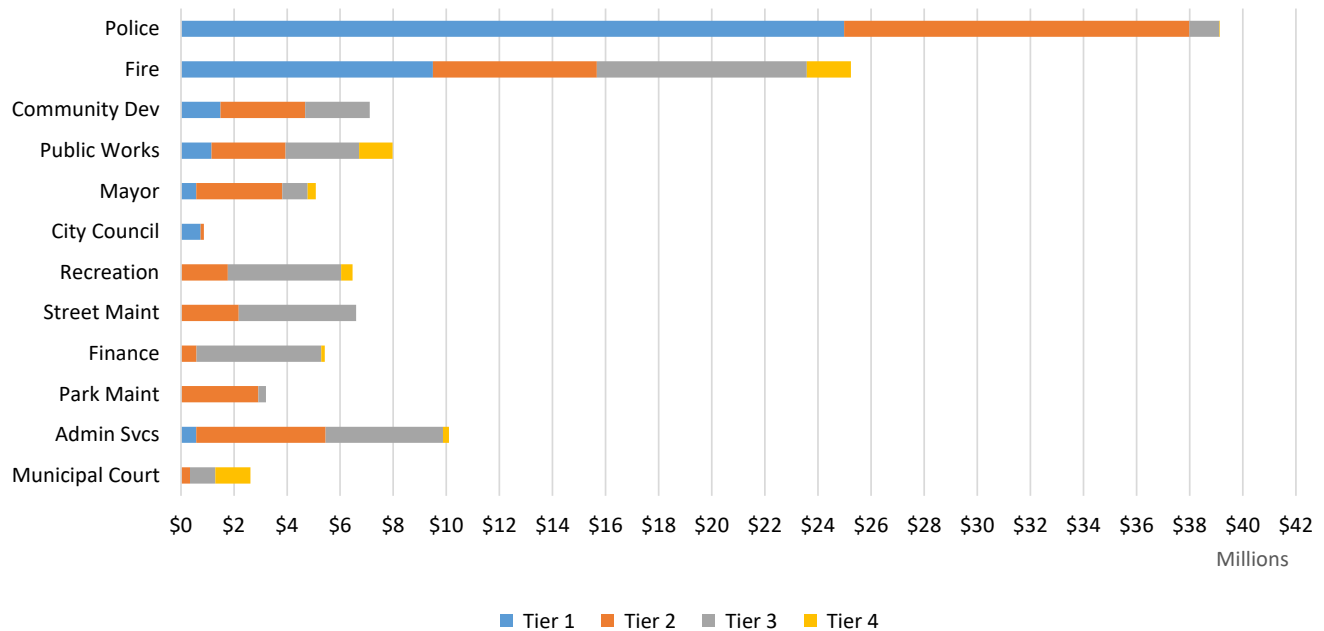


Tier 1 programs are determined by the PBB model to be those most closely aligned with the City's strategic goals, followed by the other tiers. Tier 4 programs are also important, and may reflect strongly-held community values, but receive a lower relative rank using the PBB scoring framework. An example of a tier 1 program is Police patrol services. This program scored a four against all strategic goals and also scored a 4 against most of the BPAs. An example of a tier 4 program is court hearings, a program identified by the Municipal Court. While this particular program may indirectly impact the strategic goals, there is no direct linkage between court hearings and the strategic goals. However, this program is a necessary function of City government. Anyone cited within the City limits has a right to a court hearing and is mandated at both the federal and state level.

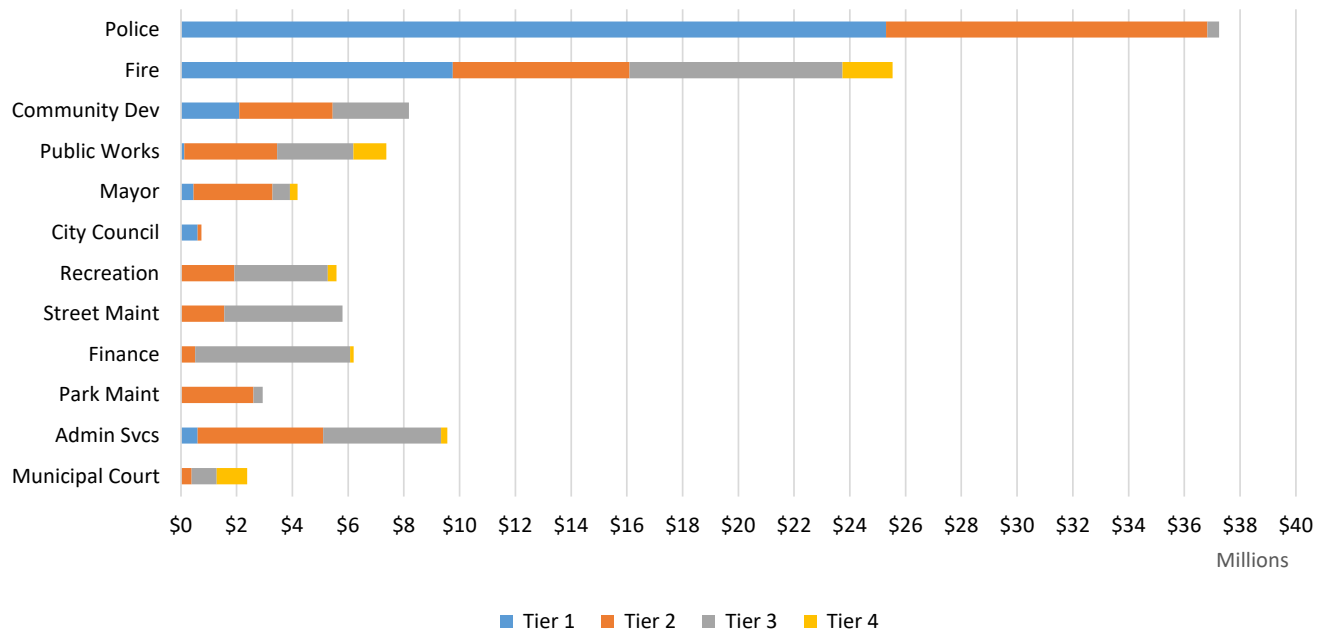
This analysis helps to illustrate the City's ongoing effort to ensure that resources are aligned with the programs and services that have been identified as most critical. Across all program types, the City is currently providing the greatest level of resources to tier 1 and tier 2 programs, with \$38.4 million and \$39.5 million allocated to tier 1 and tier 2 programs in 2021 and 2022 respectively.

Analyzing the data from a different perspective, the charts below show how programs are allocated by tier at a department level for the current budget biennium (2019-2020) and the proposed budget (2021-2022). Public safety will continue to be not only have the largest allocation of resources but also have the biggest allocation to tier 1 programs.

Program Allocation By Department 2019-2020



Program Allocation By Department 2021-2022



PERFORMANCE MEASURES

Performance measures are tools put in place by program staff and managers and reviewed by City leadership to assure alignment between programs and City goals. These measures are select points of data that represent the work performed within departments in a way that can track the effectiveness of programs over time.

S.M.A.R.T. goals track Specific, Measurable, Achievable, Realistic, and Timely objectives set forth by department heads. The objective of a SMART goal is to tell exactly what is expected, why it is important, who is involved, when it is going to happen, and which attributes are important. Such goals have a much greater chance of being accomplished as compared to general goals.

Development of the performance measures is the next step in the City's transition to Priority Based Budgeting (PBB). Because the City is still in this transition phase, the performance measures below represent some but not all of the City's programs. The goal is to round out all of the performance measures over time in subsequent budgets. Additionally, since 2021 is the first year these performance measures are reported, many of them will be blank. However, departments have determined target results and the City will begin tracking actual activity for most measures beginning January 2021.

WHY MEASURE PERFORMANCE?

Measuring performance provides a quantifiable way in which to recognize successes and areas needing improvement. The City's progress is measured against data from previous years, targets set in master plans and benchmarks with other communities. The performance measures are tied to the City's adopted strategic plan goals and allow City stakeholders visibility into how the goals are being accomplished. By measuring our programs using a variety of data, we can see how Tukwila's present state relates to its past indicators and future plans. Performance measures offer transparency and allows the public to hold the City accountable. The report provides insight into costs, accomplishments, and areas of improvement over time.

FORMAT OF REPORT

Performance measures provide a logical connection between City resources and desirable community outcomes. If the City devotes resources to a service area, then it should be able to achieve desired outcomes in line with the Council goal of that service area. Each service area includes a performance measures chart of City inputs, outputs, and outcomes. Each section provides a description of why the specific measures were chosen, how the City is performing and how the City is working toward achieving desired outcomes.

GOAL: A COMMUNITY OF INVITING NEIGHBORHOODS AND VIBRANT BUSINESS DISTRICTS

A high performing and effective organization can be measured by monitoring the following objectives:

- Cultivate community ownership of shared spaces.
- Build a broad and collaborative approach to preventing crime and increasing the sense of safety.
- Focus City efforts and investments on creating a connected, dynamic urban environment.
- Use City efforts and investments to realize established visions for specific sub-areas.
- Build and maintain public infrastructure that supports a healthy and attractive built and natural environment.

MEASURE		2019	2020	Target
The City prioritizes safety of employees, residents, and structures	Percent of reported potholes repaired each year.	*	*	100%
	Percent of safety camera tickets that reach disposition within 120 days.	*	*	80%
	Achieve training and certification requirements to maintain Rescue Squad with Zone 3 partners.	*	75%	100%
	Percent of Tukwila high-risk buildings (schools and apartments) reviewed annually to ensure they have current pre-fire fire plans.	*	*	10%
	Decrease Patrol's average Dispatch-to-On scene time by 5% as compared to 2019/2020 average.	*	*	Decrease by 5%
	Percent of code enforcement requests for action responded to within 3 business days.	*	*	90%
	Percent of code enforcement violations served to property owner via written communication within 10 business days.	*	*	90%
So that... City personnel are prepared to respond to all types of emergencies	Percent of eligible fire department personnel who maintain EMT certification annually.	100%	100%	100%
	Percent of Fire Investigators who maintain investigator training requirements annually.	100%	100%	100%
	Percent of fire apparatus and equipment including SCBAs that are tested annually per L&I standards.	100%	100%	100%
	Percent of commissioned officers who fulfill the training requirements set forth by LETSCA (Initiative-940) while maintaining all other mandated training requirements	*	*	100%
	Percent of city vehicles maintained on schedule.	*	*	100%
So that... The residents	Maintain compliance with Washington Administrative Code (WAC) for inspection, cleaning, and replacement of all personal protective equipment (PPE).	80%	80%	100%

are assured that they live in a safe and well-maintained community

Percent of current stormwater structures inspected on schedule every two years.	*	*	100%
Percent of scheduled valve and hydrant inspections performed annually.	*	*	100%
Percent of restrooms cleaned daily at high-quality services levels.	*	*	75%
Percent of building maintenance work orders responded to within 3 days.	*	*	100%

Road and Street Administration maintains the traffic control and safety devices of the transportation network. This program is committed to the repair of 100% of reported potholes each year.

Managing the **Safety Cameras Case Flow** takes determination and dedication. Through reporting, the court will track the percentage of safety camera tickets that reach disposition within 120 days. The goal is an 80% completion rate. As an additional point of interest, the program will note the number of violations committed by Tukwila residents

The Fire Department is an all hazard service, providing first tier emergency response to incidents involving fire, emergency medical services, motor vehicle accidents, hazardous materials, rescue, and fulfills non-emergency service requests as well. The **Rescue Squad** program aims to maintain certification requirements to enable continuation membership with Zone 3 partners.

Police Patrol Services is responsible for responding to the immediate needs of the Tukwila community. By providing a constant presence, both during and between calls for service, this program houses the City's law enforcement first responders. The employees assigned to this program are also tasked with nearly all facets of police work, requiring a high-level of expertise and training.

Code Enforcement ensures that properties remain in compliance with the City's laws and regulations for land use, zoning, building, housing, landscaping and environmentally sensitive areas. The following measures will help determine success (1) Respond to complaints or request for action within 3 business days, and (2) provide written notification of violation to the property owner within 10 business days. The Fire Department **Pre-Fire** program strives to review 10% of all Tukwila high-risk buildings (schools and apartments) annually to ensure they have current pre-fire fire plans

One of the requirements of firefighter staff is to receive ongoing **Training**, including emergency medical technician (EMT) certification. The department will ensure that 100% of eligible fire department personnel will maintain EMT certification annually.

The **Fire Prevention Investigation** program strives to determine the origin and cause of fires, and includes report writing and court preparation. Fire prevention staff aim to maintain all applicable investigator training requirements annually.

Safety within the Fire Department is a top priority, including maintenance of **Personal Protective Equipment (PPE)**. Fire continues to ensure 100% of fire apparatus and equipment including SCBAs are tested annually per Washington State Department of Labor & Industries standards.

The Police Department **Training Program** coordinates and tracks all training conducted for the Department. For new officers, this means coordinating their academy experience. For existing staff, the state requires all officers to attend 24 hours of in-service training every year.

An important program of the Fleet Fund is **Vehicle Maintenance**. Fleet has set an expectation that they will complete 100% of the scheduled vehicle maintenance on time in both 2021 & 2022.

Fire is responsible for **Equipment Maintenance & Replacement**, which entails cleaning and minor repair of apparatus, small tools, SCBA, and other specialty equipment. The target is to maintain 100% compliance with Washington Administrative Code (WAC) for inspection, cleaning, and replacement of all personal protective equipment (PPE).

The **Surface Water** program provides for engineering studies, preliminary engineering, construction, and maintenance of public surface water and drainage facilities to include control and monitoring of storm and surface water quantity and quality. The annual goal is to inspect 100% of all surface water structures every two years.

The mission of the **Water Utility** is to operate and maintain a water distribution system that will provide residential, commercial, and industrial customers with high water quality, adequate capacity and pressure, at economical costs. A key program of the Water department is the valve & hydrant maintenance inspections. Flushing fire hydrants and ensuring valves turn and water is disbursed at expected pound-force per square inch (PSI) is paramount to ensuring the safety of City residents and that city infrastructure is operating at the level of expectation. The Fire Department is relying on city staff to ensure proper functionality of all fire hydrants. The Water Utility has an expectation of completing 100% of valve & hydrant maintenance inspections annually.

The function of the Facility Maintenance division is to preserve all City buildings through a preventive maintenance, repair, and operating program in order to provide a safe, pleasant, and productive work environment for City staff and clients. The **Facility Cleaning/Custodians** program aims to clean 75% of all restrooms daily at full-service cleaning level. The **Facility Improvements** program strives to respond to 100% of building maintenance work orders within three days.

GOAL: A SOLID FOUNDATION FOR ALL TUKWILA RESIDENTS

A solid foundation for all Tukwila residents can be measured by monitoring the following objectives:

- Partner with organizations that help meet the basic needs of all residents
- Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services.
- Encourage maintenance, improvements, and diversity in the City's housing stock.
- Work to eliminate systemic barriers and provide equitable access to opportunities and services as outlined in the City's equity policy.

	MEASURE	2019	2020	Target
The City prioritizes equity for all	Number of equity policy priorities that are achieved annually.	3	4	3
So that... Tukwila provides programs that meet the needs of all residents	Number of residents who receive housing assistance per year.	*	*	??
	Number of residents who receive minor home repair assistance per year.	*	*	??
	Successfully launch pilot Mental Health Practitioner Program and involve contracted MHP in 5 "persons-in-crisis" incidents per month.	*	*	5 per month
So that... Tukwila residents, visitors and employees can reach their full potential	Percent of employees that are satisfied with their work in Tukwila Parks, Recreation, and Golf Department based on results from a quarterly survey.	*	*	80%

Community Engagement division focuses on **Equity** among all Tukwila residents. They will strive to identify and achieve 3-4 Equity Policy priorities for implementation on an annual basis.

The City is committed to funding for approvals and referrals to agencies that provide rent and utility financial assistance, shelter, and other **Housing Assistance**. The Human Services department will track the number of residents who received housing assistance per month.

Tukwila serves as the fiscal agent for the **Minor Home Repair Program** for the Cities of Tukwila, SeaTac, Covington and Des Moines. On an annual basis, Tukwila applies for the Federal CDBG funds on behalf of the four cities, that are distributed through King County. Minor home repair assists very low to moderate income homeowners with repairs addressing conditions such as minor plumbing and electrical issues, and health and safety repairs. The Human Services Department will track the number of residents who received minor home repair in a month.

The **Community Policing Team (CPT)** is a proactive team with a main goal of establishing a relationship between the Tukwila Police, residents, and business owners, allowing for a more proactive police role in the community. Patrolling on foot, bicycles, and via traditional vehicles, the team partners with community groups to identify opportunities for cooperation and increased safety

Parks & Recreation staff strive to provide leadership and management to program areas including program budget, partnership and sponsorship opportunities, communication and outreach initiatives, and **Customer Service**. Success will be measured with annual surveys, with the measure of success as 80% satisfaction for Parks & Recreation employees.

GOAL: A DIVERSE AND REGIONALLY COMPETITIVE ECONOMY

A diverse and regionally competitive economy can be measured by monitoring the following objectives:

- Embrace the City's economic potential and strengthen the City's role as a regional business and employment center.
- Strengthen the City's engagement and partnership with the business community.
- Encourage development, maintenance, improvements, and diversity in the City's stock of business space.

The City aims to provide a welcoming and supportive environment for businesses

MEASURE	2019	2020	Target
Number of businesses assisted annually by the Office of Economic Development	*	*	50
Percent of people likely to recommend Tukwila to others based on survey of Puget Sound residents (Net Promoter Score)	*	*	TBD
Percent of commercial tenant improvement applications that are issued a permit or correction letter within 30 days.	*	*	90%
Percent of commercial new construction applications that are issued a permit or correction letter within 60 days.	*	*	90%
Percent of temporary sign applications that are issued a permit or correction letter within 3 business days.	*	*	90%
Percent of permanent sign applications that are issued a permit or correction letter within 7 business days.	*	*	90%
Percent of short plat or boundary line adjustment applications that are approved or issued correction letter within 30 business days.	*	*	90%

So that... Tukwila has a healthy business and tourism economy

Number of business licenses issued annually to Tukwila businesses	*	*	TBD
Number of third-party lodging tax applications approved for funding	*	*	10
Percent of electrical inspections done within 48 hours	*	*	90%
Percent of building inspections (mechanical, plumbing, gas) done within 48 hours	*	*	90%

So that... Tukwila's economy supports the community's needs

Percent of capital projects completed on-time and within budget.	*	*	80%
Total annual retail sales tax collected in Tukwila	\$19.9 M	\$16.2 M	Increase
Total annual property tax collected in Tukwila	\$15.5 M	\$16.3 M	Increase

The Economic Development division of the Mayor's office focuses on **Business & Development Retention, Expansion, and Attraction**. The annual goal includes communicating with at least 50 new business prospects annually.

A net promoter score (NPS) is the likelihood someone will recommend Tukwila to someone else. NPS is calculated by doing a survey of customers, in this case, Puget Sound residents. We then take the favorable surveys and subtract the unfavorable results to get the NPS.

The **Permit Intake and Coordination** program take in approximately 1,800 construction permits, manage review, and issue approval or denials. The Department of Community Development strives to issue a permit or correction letter for commercial applications (1) within 30 days for tenant improvements, and (2) within 60 days for new construction.

The **Current Planning** program provides reviews of Building and Construction permits, sign permits, special permissions, wireless facilities, and review development proposals such as Plats, SEPA, and Shoreline Permits. The Department of Community Development aims to issue a permit or correction letter for new sign applications (1) within 3 business days for temporary signs, and (2) within 7 business days for permanent signs. In addition, the goal is for short plats or boundary line adjustments to be approved within 30 business days.

The Finance Department has partnered with the State of Washington to handle **Business License Administration**. One of the measures of economic prosperity can be determined with the number of business licenses issued annually. The goal is to issue an equal or greater number of licenses when compared to the prior year.

Economic Development oversees the **Lodging Tax Application** process annually and aims to approve 10 applications for funding from third-party vendors.

The **Construction Permit Review and Inspection** program provides reviews of Building, Plumbing, Electrical, Energy, and Mechanical Permits for compliance with State Building Code requirements. The Department of Community Development aims to provide inspections within 48 hours for electrical, mechanical, plumbing, and gas.

The Engineering Division oversees the **Capital Improvement Program** which is in line with the biennial budget – The department manages capital projects with an expectation to complete projects on time and within budget, with an 80% success rate.

The Finance Department is responsible for accounting for **Sales & other taxes**. Sales tax is collected by the state and remitted to the City monthly, and the target is for this tax to increase year over year. Property taxes are remitted to the City from King County, and again, the target is to see an increase each year.

GOAL: A HIGH-PERFORMING AND EFFECTIVE ORGANIZATION

A high performing and effective organization can be measured by monitoring the following objectives:

- Use Tukwila's vision, mission, and strategic plan to focus and prioritize City efforts
- Advance Tukwila's interests through participation in regional partnerships.
- Continue to develop as an organization and support individual growth.
- Ensure City facilities are safe, efficient, and inviting to the public.
- Ensure the long-term fiscal sustainability of the City.

	MEASURE	2019	2020	Target
City employees are high achieving and work is produced at the highest caliber and within deadlines	Percent of individual training goals achieved by Court employees annually.	*	*	80%
	Prepare and present a fiscally responsible balanced, sustainable budget to the mayor by Sept. 30 th of every even year. Beginning fund balance + revenues = expenditures + ending fund balance.	*	YES	YES
	Percent of business licenses approved by the city within 10 business days of application.	*	*	100%
So that... Tukwila decision makers have timely and accurate information at hand	Percent of accurate and timely reports presented to the Council Finance Committee per year.	*	*	100%
	Percent of monthly department finance reports distributed within 30 days of month end.	*	*	100%
So that... Tukwila continues to make positive strides as a City	Achieved Annual Unqualified Opinion of the State Audit.	YES	*	YES
	Achieve certification as Accredited Law Enforcement Agency by the Washington Association of Sheriffs and Police Chiefs.	*	*	YES

The Tukwila Municipal Court is committed to serving the Tukwila community with the highest level of professionally trained and educated staff. Continuing **Law Related Education** for court staff is paramount and a high priority of the Tukwila court. The department will document the percentage of individual training goals that have been accomplished by staff in a twelve-month period and will strive for an 80% success rate.

A primary responsibility of the Finance Department is the biennial **Budget Preparation**. This program, which is required by law, aims to be submitted to the Mayor no later than September 30th of even numbered years.

The Finance Department is responsible for routing **Business License Applications** to various City departments to ensure compliance with applicable city codes. In order to provide high quality service to Tukwila businesses, the goal is for applications to be approved within 10 business

days.

As an internal service provider, Finance focuses efforts on providing **Financial Reporting and Analysis** for internal customers. This program can be measured in the following ways: (1) providing accurate and timely reports to the Council 100% of the time; and (2) distributing financial reports to other departments within 30 days of month end.

An essential function of the Finance Department is the **Annual Audit** conducted by the State Auditor's Office. Success can be measured in the form of an unqualified audit opinion.

The **Professional Standards** program manages and maintains the Police Department's localized governing policies. One of the primary measures of success is certifying as an Accredited Law Enforcement Agency by the Washington Association of Sheriffs and Police Chiefs.

GOAL: A POSITIVE COMMUNITY IDENTITY AND IMAGE

A positive community identity and image can be measured by monitoring the following objectives:

- Improve the city's ability to build trust and work with all members of the Tukwila community
- Facilitate connections among Tukwila's communities
- Promote a positive identity and image of Tukwila

	MEASURE	2019	2020	Target
The City provides services that meet the needs of the entire Tukwila community	Percent of successful graduates completing court-appointed programs annually.	*	*	80%
	Number of languages served annually by the Court system using language interpreters.	*	*	50
	Public and Community Relations & Police Management and Administration staff attend (virtually or in-person) ten community meetings annually, dependent upon COVID restrictions.	*	*	10
	Percent of single-family remodel applications that are issued a permit or correction letter within 20 days.	*	*	90%
	Percent of single-family new construction applications that are issued a permit or correction letter within 30 days.	*	*	90%
So that... Residents are ensured their tax dollars provide adequate services	Percent of public records requests fulfilled within a 5-day response window.	77%	83%	>75%
	Number of public records requests exceeding 30-days to close each year.	7%	6%	<10%
	Percent of police case and report files generated through 2020 that are scanned and digitally archived.	*	*	100%
So that... Tukwila maintains a positive identity and image.	Percent of customers that are satisfied with Tukwila's Parks, Recreation, and Golf services based on results from a brochure survey.	*	*	75%
	Percent of building permit questions or requests for information responded to within 3 business days.	*	*	90%

The work of the Court with **Community Education and Outreach** is in-line with the City's Strategic Goals and Objectives of creating a positive community identity and image. The Court will track the percentage of successful graduates completing court appointed programs in a 12-month period, looking to achieve an 80% success rate. The goal is to provide restorative justice and less punitive.

The City of Tukwila welcomes and embraces residents and families representing more than 80

languages. The **Court Interpreter Management** program is committed to accommodation as many language interpreters as they are capable. The department will track the number of languages served annually by the court system.

The **Public and Community Relations & Police Management and Administration** program establishes an "official" bridge between the Police Department and the Community by working with news outlets, social media, and the public itself to provide a more complete picture of the Police Department's employees and the work that they do.

The **Permit Coordination** program take in approximately 1,800 construction permits, manage review, and issue approval or denials. The Department of Community Development strives to issue a permit or correction letter for single-family applications (1) within 20 days for a remodel, and (2) within 30 days for new construction.

The purpose of the City Clerk's Office is to provide **Records Management** services as the official records depository and archivist for the City. This office manages the retention and retrieval of all official City records and aims to fulfill all public records requests within five days. The clerk's office will also track the number of public records requests exceeding 30 days to close.

The primary responsibility of **Evidence and Property Management** is to ensure the proper security and chain of custody for property and evidence items taken in by the Tukwila Police Department. Maintaining and properly documenting the chain of custody is imperative to guarding the integrity of the Department's property and evidence system, leading to better case integrity and higher chances that stolen items can be returned to their lawful owners

Parks & Recreation staff strive to provide leadership and management to program areas including program budget, partnership and sponsorship opportunities, communication and outreach initiatives, and **Customer Service**. Success will be measured with annual surveys, with the measure of success as 75% satisfaction for external customers.

The **Permit Coordination** program takes in approximately 1,800 construction permits, manages review, and issues approval or denials. The goal is to respond to customer requests or questions within 3 business days.

FINANCIAL SUMMARY

The 2021-2022 budget is balanced and meets the Council adopted goals for Contingency and Ending Fund Balance. The budget reflects a City-wide net revenue decrease of \$15.2 million in 2021 and \$7.7 million increase in 2022, for a net decrease of \$7.5 million over the biennium. No drawdown of the General Fund or the Contingency Fund is expected in the biennium, the result of an emphasis on maintaining structural balance for continued financial stability and sustainability.

Each fund has been grouped according to their function within the City. The Contingency Fund is displayed with the General Fund as its sole source of funding is the General Fund (with the exception of investment earnings) and it contains no external restrictions. As a side note, for purposes of financial reporting the General Fund and Contingency Fund are combined in the Comprehensive Annual Financial Report (CAFR) as well.

The Residential Street Fund and the Arterial Street Fund have been grouped with the capital project funds since their main activity is capital improvements. The Local Improvement District (LID) fund and associated guaranty fund are shown separately from the general obligation debt; the LID debt is secured by the property assessed in the district and is not considered a direct obligation of the City.

The estimated beginning fund balances, revenues, expenditures and ending fund balances for each of the funds and fund groups is shown below for both 2021 and 2022. The governmental funds included in the Financial Planning Model Attachment A are identified with an asterisk. They exclude the Special Revenue funds which are self-supporting, and the allowable activities are very specific and restricted.

Following is a chart showing the changes made from the Proposed Budget to the Final Budget:

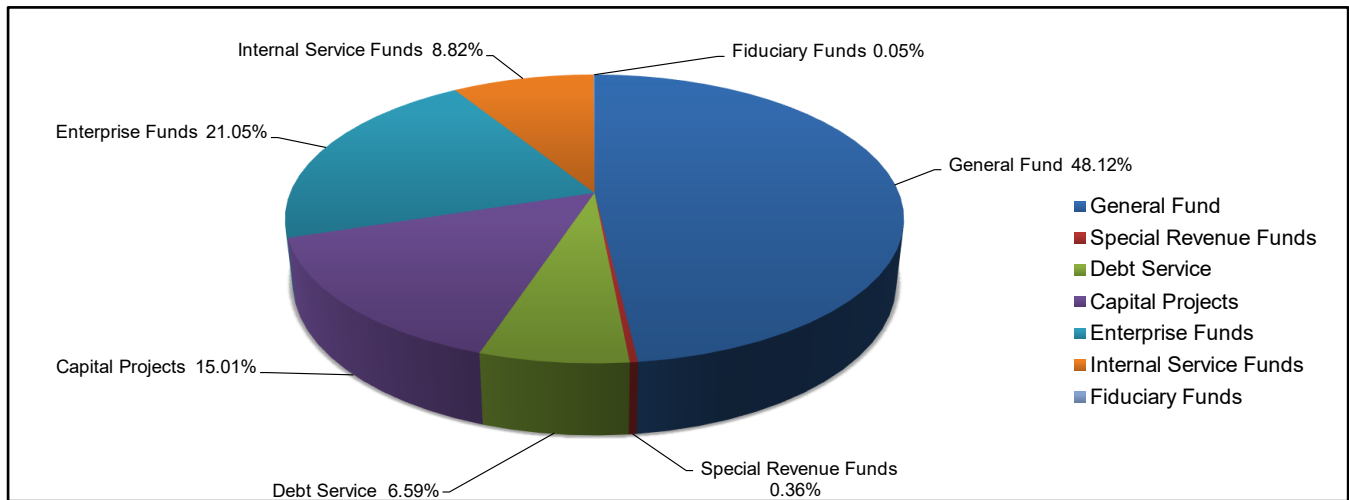
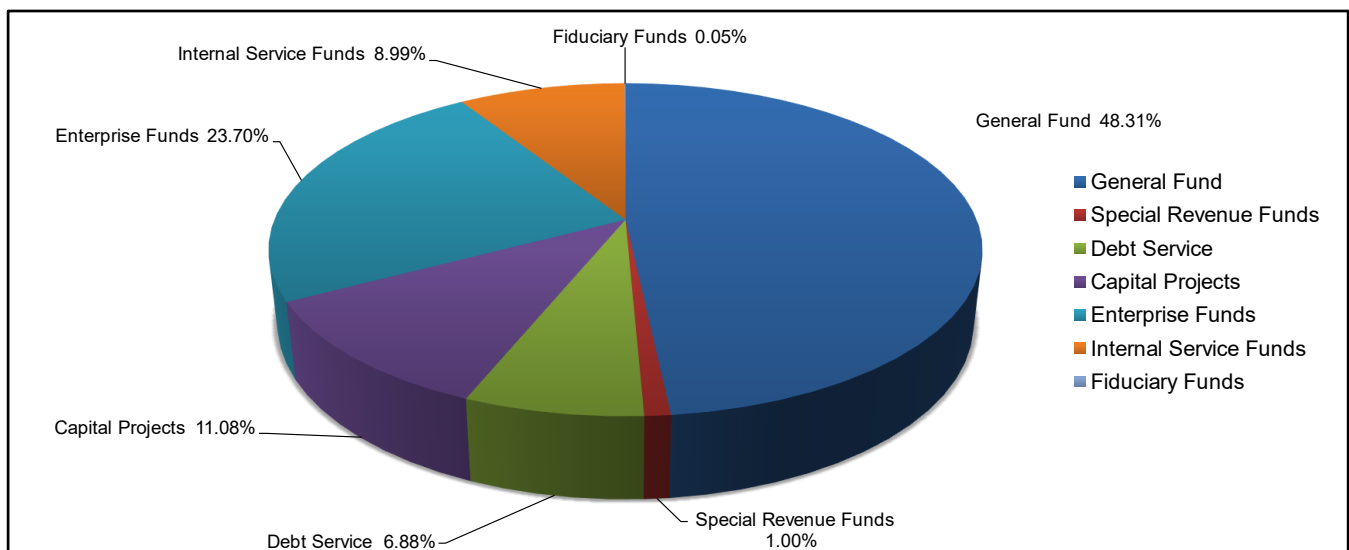
CHANGES FROM PROPOSED TO ADOPTED BUDGET							
Expenditure	Fund	Department	Division	2021 Budget		2022 Budget	
				Proposed	Adopted	Proposed	Adopted
Bus Stop Structure	General Fund	Public Works	Street Division	-	10,000	-	10,000
Street Lights	General Fund	Public Works	Street Division	-	15,000	-	15,000
Traffic Signals	General Fund	Public Works	Street Division	-	15,000	-	15,000
Snow Reponse	General Fund	Public Works	Street Division	-	10,000	-	10,000
Video	General Fund	Public Works	Street Division	-	10,000	-	10,000
Street Cleaning	General Fund	Public Works	Street Division	-	30,000	-	30,000
Street Cleaning Supplies	General Fund	Public Works	Street Division	-	7,000	-	7,000
Tree Replacement	General Fund	Public Works	Street Division	-	3,000	-	3,000
Human Services Providers	General Fund	Admin Services	Human Services	-	38,000	-	-
Human Services Extra Labor	General Fund	Admin Services	Human Services	-	45,000	-	-
Human Services Rental Assistance	General Fund	Admin Services	Human Services	-	167,000	-	-
Parks Maintenance	General Fund	Parks & Recreation	Parks Division	-	50,000	-	50,000
Contract with Summit Strategies	General Fund	Mayor's Office	Administration	-	2,000	-	2,000
Membership to Southside Alliance & Greater Seattle Partners	General Fund	Mayor's Office	Econ Development	-	7,000	-	7,000
TOTAL				\$ -	\$ 409,000	\$ -	\$ 159,000

2021 BUDGET SUMMARY - ALL FUNDS

	Fund	2021 Beginning Fund Balance	2021 Resources	2021 Expenditures	2021 Change in Fund Balance	2021 Ending Fund Balance	
GENERAL & CONTIN- GENY	Fund 000 - General	\$ 11,631,350	\$ 62,749,717	\$ 63,146,050	\$ (396,333)	\$11,235,017	
	Fund 105 - Contingency	7,101,978	20,000	-	20,000	7,121,978	
	Total General & Contingency	18,733,328	62,769,717	63,146,050	(376,333)	18,356,995	**
SPECIAL REVENUE	Fund 101 - Hotel/Motel Tax	1,742,844	406,000	1,101,781	(695,781)	1,047,063	
	Fund 109 - Drug Seizure	333,243	60,500	200,000	(139,500)	193,743	
	Total Special Revenue Funds	2,076,087	466,500	1,301,781	(835,281)	1,240,806	
DEBT SVC	Funds 2**-LTGO Debt Service Funds	381,630	4,382,338	4,740,338	(358,000)	23,630	**
	Fund 213 - UTGO Bonds	76,339	3,605,000	3,602,975	2,025	78,364	
	Fund 206 - Guaranty	719,137	3,000	-	3,000	722,137	
	Fund 233 - Local Imp. Dist. Bonds, 2013	692,373	601,000	648,588	(47,588)	644,785	
	Local Imp. Dist. #33, Guaranty Funds	1,411,510	604,000	648,588	(44,588)	1,366,922	
CAPITAL PROJECTS	Fund 103 - Residential Streets	114,810	589,000	369,000	220,000	334,810	
	Fund 104 - Bridges & Arterial Streets	1,327,257	6,481,000	6,865,301	(384,301)	942,956	
	Fund 301 - Land Acq, Rec, Park Develop	2,171,922	1,942,800	2,505,000	(562,200)	1,609,722	
	Fund 302 - Facility Replacement	1,835,169	410,000	1,235,000	(825,000)	1,010,169	
	Fund 303 - General Government Imp	500,021	300,500	240,000	60,500	560,521	
	Fund 304 - Fire Improvements	9,259	300,500	300,000	500	9,759	
	Fund 305 - Public Safety Plan	147,873	6,705,000	2,967,817	3,737,183	3,885,056	
	Fund 306 - City Facilities	4,249,144	3,450,000	7,662,408	(4,212,408)	36,736	
	Total Capital Projects Funds	10,355,455	20,178,800	22,144,526	(1,965,726)	8,389,729	**
ENTERPRISE	Fund 401 - Water	6,170,864	6,722,000	8,555,244	(1,833,244)	4,337,620	
	Fund 402 - Sewer	12,762,798	10,032,000	11,751,296	(1,719,296)	11,043,502	
	Fund 411 - Foster Golf Course	873,520	1,818,000	1,843,879	(25,879)	847,641	
	Fund 412 - Surface Water	5,385,674	8,883,000	8,826,614	56,386	5,442,060	
	Total Enterprise Funds	25,192,856	27,455,000	30,977,033	(3,522,033)	21,670,823	
INTERNAL SERVICE	Fund 501 - Equip Rental & Replacement	2,969,227	2,784,818	2,854,868	(70,050)	2,899,177	
	Fund 502 - Self-Insured Healthcare Plan	642,799	8,118,924	8,136,454	(17,530)	625,269	
	Fund 503 - LEOFF I Self-Ins Health Plan	243,203	316,000	486,920	(170,920)	72,283	
	Total Internal Service Funds	3,855,229	11,219,742	11,478,242	(258,500)	3,596,729	
FIDUCIARY	Fund 611 - Firemen's Pension	1,516,780	70,000	65,000	5,000	1,521,780	
TOTAL BUDGET		\$ 63,599,214	\$130,751,096	\$138,104,533	\$ (7,353,436)	\$56,245,778	

** Included in Financial Planning Model, Attachment A

\$26,733,618

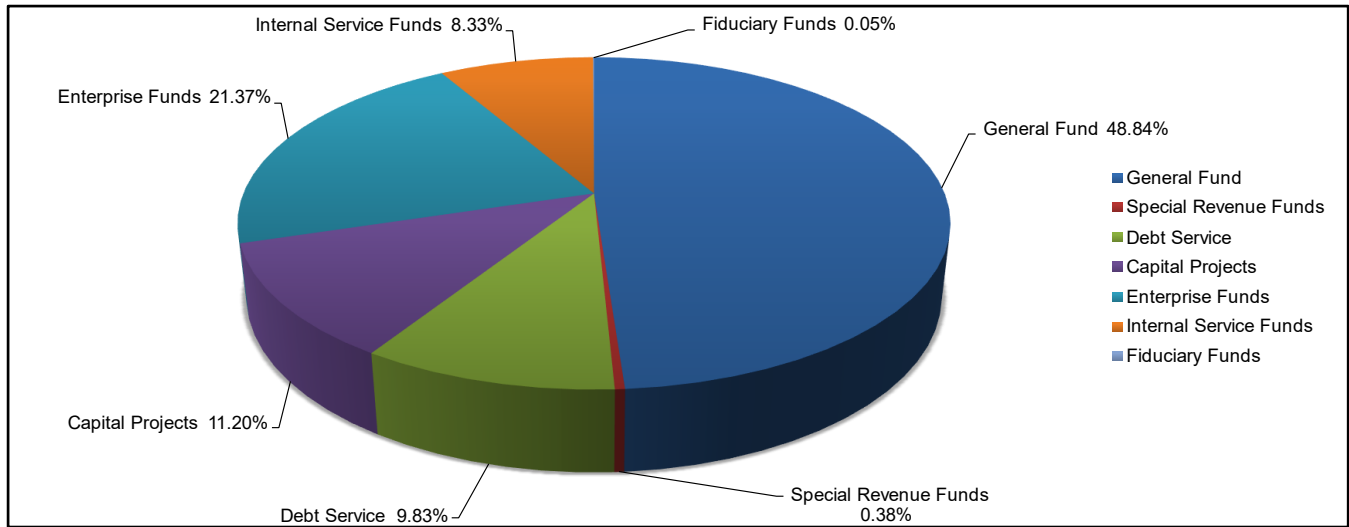
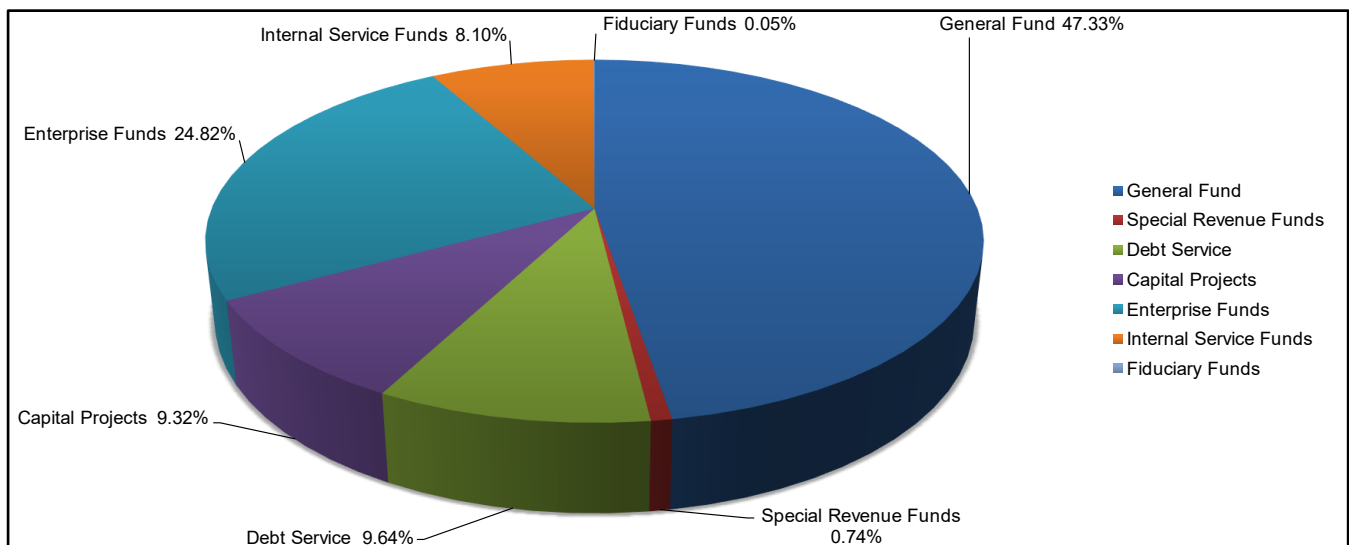
Budgeted Revenues by Fund – 2021**Budgeted Expenditures by Fund – 2022**

2022 BUDGET SUMMARY - ALL FUNDS

Fund		2022 Beginning Fund Balance	2022 Resources	2022 Expenditures	2022 Change in Fund Balance	2022 Ending Fund Balance
GENERAL & CONTIN- GENCY	Fund 000 - General	\$ 11,235,017	\$ 67,597,992	\$ 66,974,260	\$ 623,732	\$11,858,749
	Fund 105 - Contingency	7,121,978	20,000	-	20,000	7,141,978
	Total General & Contingency	18,356,995	67,617,992	66,974,260	643,732	19,000,727 **
SPECIAL REVENUE	Fund 101 - Hotel/Motel Tax	1,047,063	456,000	1,013,209	(557,209)	489,854
	Fund 109 - Drug Seizure	193,743	70,500	40,000	30,500	224,243
	Total Special Revenue Funds	1,240,806	526,500	1,053,209	(526,709)	714,097
DEBT SVC	Funds 2**-LTGO Debt Service Funds	23,630	8,645,004	8,643,004	2,000	25,630
	Fund 213 - UTGO Bonds	78,364	4,375,000	4,374,975	25	78,389
	Fund 206 - Guaranty	722,137	3,000	-	3,000	725,137
	Fund 233 - Local Imp. Dist. Bonds, 2013	644,785	581,000	628,563	(47,563)	597,222
	Local Imp. Dist. #33, Guaranty Funds	1,366,922	584,000	628,563	(44,563)	1,322,359
CAPITAL PROJECTS	Fund 103 - Residential Streets	334,810	3,456,000	3,610,000	(154,000)	180,810
	Fund 104 - Bridges & Arterial Streets	942,956	3,311,000	3,395,273	(84,273)	858,683
	Fund 301 - Land Acq, Rec, Park Develop	1,609,722	475,940	505,000	(29,060)	1,580,662
	Fund 302 - Facility Replacement	1,010,169	1,860,000	2,786,000	(926,000)	84,169
	Fund 303 - General Government Imp	560,521	500	200,000	(199,500)	361,021
	Fund 304 - Fire Improvements	9,759	300,500	300,000	500	10,259
	Fund 305 - Public Safety Plan	3,885,056	6,100,000	2,390,467	3,709,533	7,594,589
	Fund 306 - City Facilities	36,736	-	-	-	36,736
	Total Capital Projects Funds	8,389,729	15,503,940	13,186,740	2,317,200	10,706,929 **
ENTERPRISE	Fund 401 - Water	4,337,620	6,947,000	9,689,329	(2,742,329)	1,595,291
	Fund 402 - Sewer	11,043,502	10,285,000	11,801,825	(1,516,825)	9,526,678
	Fund 411 - Foster Golf Course	847,641	1,850,000	1,844,993	5,007	852,648
	Fund 412 - Surface Water	5,442,060	10,509,000	11,789,938	(1,280,938)	4,161,122
	Total Enterprise Funds	21,670,823	29,591,000	35,126,085	(5,535,085)	16,135,738
INTERNAL SERVICE	Fund 501 - Equip Rental & Replacement	2,899,177	2,365,831	2,252,165	113,666	3,012,843
	Fund 502 - Self-Insured Healthcare Plan	625,269	8,725,122	8,710,402	14,720	639,989
	Fund 503 - LEOFF I Self-Ins Health Plan	72,283	436,000	497,040	(61,040)	11,243
	Total Internal Service Funds	3,596,729	11,526,953	11,459,607	67,346	3,664,075
FIDUCIARY	Fund 611 - Firemen's Pension	1,521,780	70,000	65,000	5,000	1,526,780
TOTAL BUDGET		\$ 56,245,778	\$ 138,440,389	\$ 141,511,443	\$ (3,071,054)	\$53,174,724

** Included in Financial Planning Model, Attachment A

\$29,696,550

Budgeted Revenues by Fund – 2022**Budgeted Expenses by Fund – 2022**

REVENUE – ALL FUNDS

The total revenue and transfers budgeted is \$130.7 million for 2021 and \$138.4 million for 2022. This is a 10.4% decrease in 2021 over the 2020 budgeted revenue. The primary decrease is a 75.3% reduction in Federal and State grant funds for capital projects, a reduction of nearly \$10.8 million. Total revenues are anticipated to increase in 2022 by 5.9% from the 2021 budget.

In addition to the reduction in grant revenue, other revenue changes include a 36.6% reduction in parking and admissions tax to \$0.9 million, and a 20.7% reduction in gambling/excise tax to \$4.3 million. Other impacts from the pandemic include a 22.2% reduction in parks and recreation fees, a \$19.6% decrease in plan check and review fees, and a 15.3% reduction in utility tax.

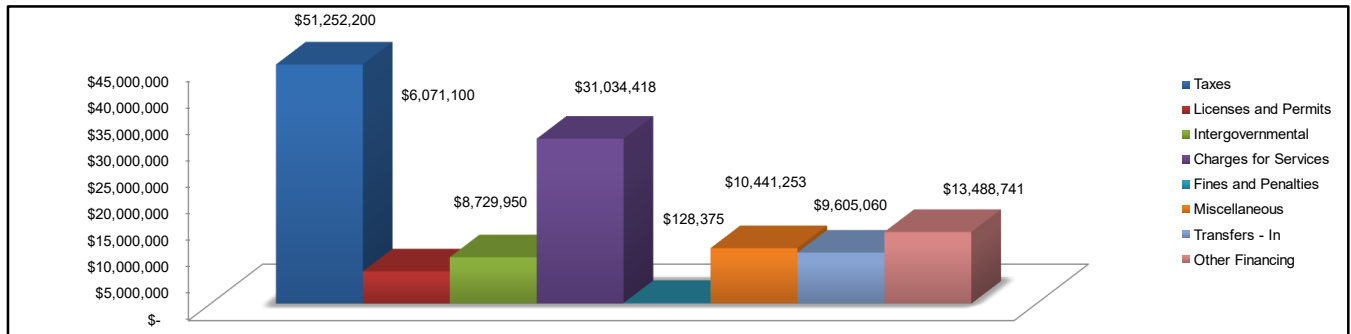
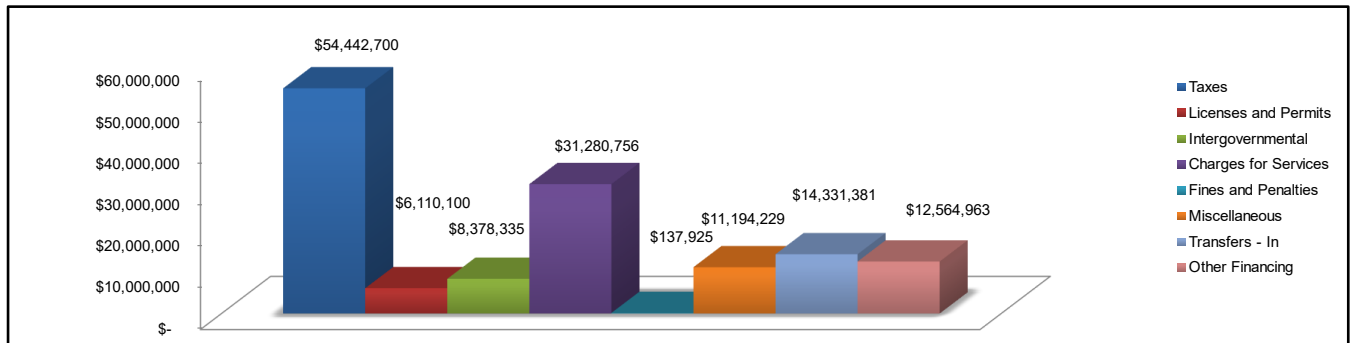
Revenue projections for ongoing sources are conservative estimates based on local economic factors as well as historical data. Sales and use tax is the City's second largest revenue source, down from the top spot based on the pandemic. Sales and use tax revenue is projected to decrease to \$17.6 million in 2021 which represents an average annual decrease over 2020 budget of 11.9%. Sales tax revenue decreased considerably in 2020 due to the statewide pandemic response which closed retail stores for several months during the year. The 2022 increase is projected at 5.1% and is predicated on the anticipated full reopening of retail stores. Projections for sales and use tax revenue are based on historical trends as well as selected economic indicators including changes in unemployment, disposable income, and anticipated construction of major projects.

Property tax, which is currently the largest revenue source, is used for general governmental operations and is limited to the lesser of 1% or inflation. Property tax growth resulting from new construction, changes in value of state-assessed utility property, and newly annexed property are exempted from the limit factor and may be added to the tax value. The City anticipates property tax revenue will be at \$20.8 million in 2021, an increase of 3.1% over 2020 budget. The budget shows property tax revenue of \$22.0 million in 2022, an increase of 5.6% due to expected new construction.

Cities and towns in Washington State are authorized to levy a tax on public utility businesses based on revenues they generate within the city or town, known as a utility tax. The City currently levies a 6% tax on electricity, natural gas, cable, telephone, and solid waste/recycling. Utility tax revenue is projected to be \$4.2 million in 2021 and \$4.3 in 2022. Hotel/Motel tax has been relatively stable in recent years, however a 50% decline is anticipated in 2021 due to the pandemic.

The City also receives revenue from other sources to pay for providing general government services. These revenue sources include other taxes (admissions, excise), fees and charges, interest earnings, and grants.

Revenue - All Funds								
Revenues	Actual			Budget			Percent Changes	
	2018	2019	Projected 2020	2020	2021	2022	2020-21	2021-22
Property Taxes	\$ 18,032,208	\$ 18,442,722	\$ 19,970,926	\$ 20,190,086	\$ 20,809,000	\$ 21,979,000	3.1%	5.6%
Retail Sales Tax	19,894,509	19,916,461	16,210,000	19,910,676	17,550,000	18,450,000	-11.9%	5.1%
Use Tax	709,109	771,287	745,000	690,000	765,000	850,000	10.9%	11.1%
Parking/Admissions Tax	1,225,948	1,319,935	750,000	1,340,000	850,000	1,150,000	-36.6%	35.3%
Utility Taxes	3,866,859	3,722,074	3,994,000	4,924,610	4,170,000	4,320,000	-15.3%	3.6%
Interfund Utility Tax	2,334,522	2,358,608	2,083,000	2,412,000	2,367,200	2,447,700	-1.9%	3.4%
Gambling, Excise Taxes	5,163,109	5,377,803	3,353,566	5,475,200	4,341,000	4,796,000	-20.7%	10.5%
Hotel/Motel Tax	833,990	819,095	400,000	800,000	400,000	450,000	-50.0%	12.5%
Total Taxes	52,060,253	52,727,984	47,506,492	55,742,572	51,252,200	54,442,700	-8.1%	6.2%
Business Licenses and Permits	2,835,458	3,399,729	3,515,000	4,612,400	3,645,000	3,670,000	-21.0%	0.7%
Building Permits and Fees	2,039,996	2,155,170	2,363,550	2,172,494	2,426,100	2,440,100	11.7%	0.6%
Total Licenses & Permits	4,875,454	5,554,899	5,878,550	6,784,894	6,071,100	6,110,100	-10.5%	0.6%
Sales Tax Mitigation	1,025,820	655,127	-	-	-	-	0.0%	0.0%
Seattle City Light franchise fee	2,319,028	2,311,075	2,299,500	2,469,500	2,300,000	2,350,000	-6.9%	2.2%
Other State shared revenues	943,268	1,283,950	1,245,295	1,945,250	831,500	938,500	-57.3%	12.9%
Federal and State Grants	11,622,226	3,164,572	4,128,875	14,292,520	3,536,555	4,365,805	-75.3%	23.4%
Other intergovernmental	293,017	378,380	299,600	966,368	2,061,895	724,030	113.4%	-64.9%
Total Intergovernmental	16,203,360	7,793,105	7,973,270	19,673,638	8,729,950	8,378,335	-55.6%	-4.0%
General Government	183,094	215,564	158,689	185,732	157,200	158,900	-15.4%	1.1%
Security	994,759	1,264,022	989,525	1,622,000	1,082,600	1,083,425	-33.3%	0.1%
Transportation	4,409,697	3,585,219	1,762,475	2,916,275	2,752,818	2,312,831	-5.6%	-16.0%
Plan Check and Review Fees	2,916,989	4,991,079	1,489,688	2,481,675	1,994,300	1,853,100	-19.6%	-7.1%
Culture and Rec Fees	1,596,098	1,624,786	1,294,560	1,841,043	1,431,500	1,451,500	-22.2%	1.4%
Utilities & Environment	23,310,259	23,573,571	21,847,500	23,983,000	23,616,000	24,421,000	-1.5%	3.4%
Total Charges for Services	33,410,896	35,254,241	27,542,437	33,029,725	31,034,418	31,280,756	-6.0%	0.8%
Total Fines and Penalties	164,825	147,007	100,610	245,418	128,375	137,925	-47.7%	7.4%
Interest Earnings	1,942,257	1,947,033	1,098,715	964,932	620,829	576,607	-35.7%	-7.1%
Rents and Concessions	765,892	780,305	451,227	697,839	702,500	715,500	0.7%	1.9%
Contributions/Donations	224,548	94,090	45,489	41,700	30,000	80,000	-28.1%	166.7%
Special assessments	437,236	534,669	463,000	471,000	459,000	457,000	-2.5%	-0.4%
Other Financing	6,213,465	6,742,064	7,833,100	8,055,383	8,628,924	9,365,122	7.1%	8.5%
Total Miscellaneous	9,583,398	10,098,161	9,891,531	10,230,854	10,441,253	11,194,229	2.1%	7.2%
Transfers In	14,644,760	8,104,827	10,520,382	15,360,373	9,605,060	14,331,381	-37.5%	49.2%
Debt proceeds	18,365,000	60,600,000	1,995,000	-	2,850,000	-	0.0%	0.0%
Property sales	58,707	177,949	35,008	30,000	425,000	1,875,000	1316.7%	341.2%
Indirect Cost Allocation	2,325,643	2,545,644	3,337,288	2,637,288	2,661,382	2,687,997	0.9%	1.0%
Other Financing	5,785,722	6,491,451	2,000,316	2,240,948	7,552,359	8,001,966	237.0%	6.0%
Other Financing	41,179,832	77,919,871	17,887,994	20,268,609	23,093,800	26,896,344	13.9%	16.5%
Total Revenues	\$157,478,018	\$189,495,268	\$116,780,884	\$145,975,710	\$130,751,096	\$138,440,389	-10.4%	5.9%

Revenue Budget by Type – 2021**Revenue Budget by Type – 2022**

EXPENDITURES – ALL FUNDS

The expenditure totals for all funds may include a duplication of amounts for transfers between funds (transfers-out and transfers-in) as the internal transactions are shown both in the originating fund and the recipient fund.

The total expenditure and transfers out budgeted is \$138.1 million for 2021 and \$141.5 million for 2022. This represents a 31.1% reduction in 2021 over the 2020 budgeted expenditures due in large part to the coronavirus pandemic and the completion of the new Justice Center capital project. The 2022 expenditure projection is 2.5% more than the 2021 projected amount, due mainly to the expectation that the economy will begin to reopen slowly.

The budget will support key initiatives such as:

- **Protecting the most vulnerable** through feeding seniors/families, supporting small businesses, and supporting affordable housing.
- **Continued implementation of the Equity Policy** in the form of training, policy changes, and improved outreach.
- **Reimagining police services** by starting the Mental Health Professional pilot project.
- **Maintaining current levels of fire services**
- **No additional service or employee reductions** and filling some previously frozen positions
- **Restoring service levels** such as in the permit center and street department
- **Investing in infrastructure for future generations** such as \$1.4 million for street overlay annually, and 30% design for 42nd Avenue South bridge project
- **Continuing to invest in safe, efficient facilities for first responders** including completion of the new Fire Station 52 headquarters, and phase 1 of the new Public Works Facility
- **Continued investments in technology and new robust systems** including investment in a new online financial system.

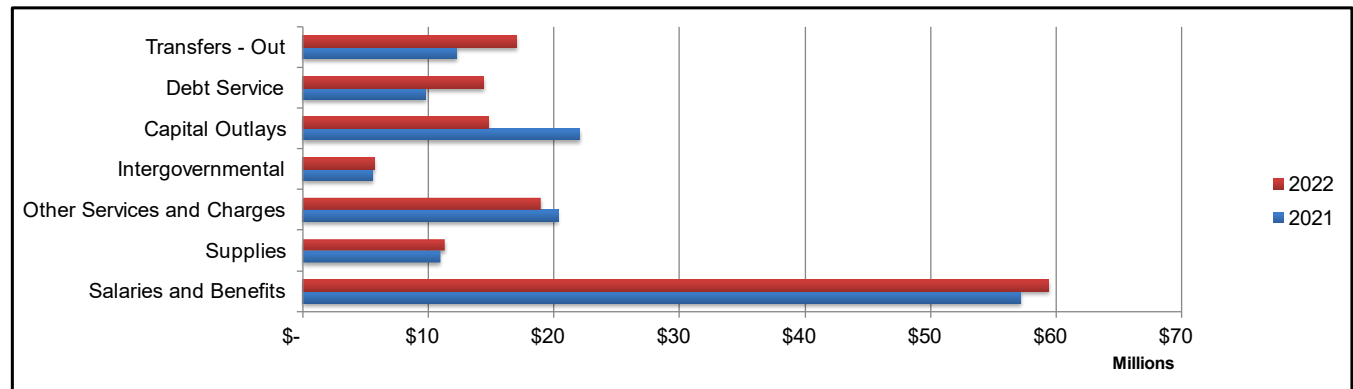
Departments continue to find operating efficiencies in an effort to lower costs for supplies and services. Operations and maintenance costs are funded for same level of services except where noted in individual department budgets. General cost increases include utility rate increases, equipment rental operating and maintenance costs, insurance, and excise tax.

Expenditure Summary – All Funds (table is continued on following page)

Expenditures - All Funds								
Expenditures by Type	Actual			Budget			Percent changes	
	2018	2019	Projected 2020	2020	2021	2022	2020-21	2021-22
Salaries	\$ 31,365,472	\$ 32,398,143	\$ 31,468,099	\$ 34,662,975	\$ 33,023,431	\$ 34,057,066	-4.7%	3.1%
Extra Labor	792,625	924,029	167,949	859,193	476,528	433,528	-44.5%	-9.0%
Overtime	1,535,750	1,762,165	1,163,862	1,383,544	1,251,000	1,251,000	-9.6%	0.0%
Total Wages	33,693,848	35,084,338	32,799,910	36,905,712	34,750,959	35,741,594	-5.8%	2.9%
FICA	2,055,659	2,127,658	1,959,283	2,404,157	2,174,512	2,243,645	-9.6%	3.2%
LEOFF	1,022,654	1,030,375	1,163,252	979,860	964,828	985,517	-1.5%	2.1%
PERS	1,843,415	1,953,178	2,015,786	2,275,634	2,089,376	1,911,375	-8.2%	-8.5%
Industrial Insurance	712,745	853,293	929,857	1,037,773	980,108	981,355	-5.6%	0.1%
Med,Dntl,Disability,Life	12,554,449	13,402,343	14,164,482	15,378,665	16,199,057	17,507,415	5.3%	8.1%
Unemployment	38,356	18,314	73,376	31,350	5,600	5,600	-82.1%	0.0%
Clothing Allowance	9,824	10,759	12,714	13,575	14,415	14,550	6.2%	0.9%
Total Benefits	18,237,102	19,395,919	20,318,750	22,121,014	22,427,896	23,649,457	1.4%	5.4%
Office Supplies	550,305	843,694	400,483	624,049	524,271	474,271	-16.0%	-9.5%
Small Tools & Minor Equip	209,028	501,771	295,486	212,983	366,450	319,450	72.1%	-12.8%
Recreation Prog Supplies	44,583	15,398	7,857	45,035	22,400	22,400	-50.3%	0.0%
Fire Supplies	137,010	137,121	104,000	151,377	201,377	201,377	33.0%	0.0%
Street Maint Supplies	165,737	414,377	114,037	155,725	134,425	134,425	-13.7%	0.0%
Water /sewer/sewage treat.	7,078,695	7,552,445	7,910,000	7,914,000	8,329,000	8,777,000	5.2%	5.4%
Resale items-fuel, other	729,143	761,551	716,000	871,000	757,000	757,000	-13.1%	0.0%
Other	496,889	397,073	423,745	589,663	610,038	610,038	3.5%	0.0%
Total Supplies	9,411,389	10,623,431	9,971,608	10,563,832	10,944,961	11,295,961	3.6%	3.2%
Professional Services	7,367,806	6,527,137	5,496,044	8,007,349	9,132,359	8,090,651	14.0%	-11.4%
Communication	456,212	219,817	444,664	448,071	512,910	514,210	14.5%	0.3%
Travel	188,911	83,168	46,277	264,467	100,696	105,196	-61.9%	4.5%
Advertising	71,167	21,175	101,179	170,286	289,750	289,750	70.2%	0.0%
Operating Rents & Leases	667,970	721,610	509,004	366,930	448,828	448,828	22.3%	0.0%
Equipment Replacement	952,686	1,202,726	502,499	853,019	401,401	289,999	-52.9%	-27.8%
Equip Operations & Maint	1,723,715	1,651,389	1,044,322	1,112,101	1,938,417	1,978,831	74.3%	2.1%
Insurance	1,110,156	1,040,443	1,165,025	727,444	1,201,606	1,033,566	65.2%	-14.0%
Utilities	2,117,284	2,178,426	2,199,522	3,601,416	2,248,165	2,293,705	-37.6%	2.0%
Repairs and Maintenance	4,043,649	3,597,988	1,463,598	2,199,226	2,564,669	2,421,006	16.6%	-5.6%
Miscellaneous	1,164,264	625,154	725,824	1,330,361	958,644	946,056	-27.9%	-1.3%
Claims & Judgements	567,205	142,272	228,000	320,000	250,000	250,000	-21.9%	0.0%
Credit Card Fees	238,058	262,943	260,523	210,207	245,081	248,881	16.6%	1.6%
Other	3,084,009	1,564,024	427,544	8,250	5,500	5,563	-33.3%	1.1%
Total Services	23,753,092	19,838,271	14,614,025	19,619,127	20,298,026	18,916,179	3.5%	-6.8%
SCORE Jail	1,579,506	1,626,355	1,100,146	1,100,146	1,087,076	1,087,076	-1.2%	0.0%
Valley Communications	1,341,203	1,168,387	1,078,687	1,333,591	1,140,716	1,169,251	-14.5%	2.5%
Animal Control	100,365	105,182	113,507	131,250	137,800	144,700	5.0%	5.0%
Excise tax	707,011	327,422	475,174	513,005	588,005	588,005	14.6%	0.0%
Interfund utility taxes	2,398,360	2,358,607	2,100,300	2,412,000	2,367,200	2,447,700	-1.9%	3.4%
Other	60,225	246,725	267,010	168,445	246,870	252,170	46.6%	2.1%
Total Intergovernmental	6,186,670	5,832,677	5,134,824	5,658,437	5,567,667	5,688,902	-1.6%	2.2%

Expenditure Summary – All Funds (continued from previous page)

Expenditures - All Funds (Continued)								
Expenditures by Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-21	2021-22
Machinery and Equipment	4,422,643	1,376,352	1,888,682	2,117,558	1,603,065	884,000	-24.3%	-44.9%
Capital projects	23,321,116	38,488,967	56,843,945	74,040,966	18,550,408	13,893,000	-74.9%	-25.1%
Land	27,993,073	12,294,781	6,000	15,000	1,910,000	10,000	12633.3%	-99.5%
Total Capital	55,736,832	52,160,100	58,738,627	76,173,524	22,063,473	14,787,000	-71.0%	-33.0%
Principal	7,841,323	4,988,725	3,639,909	4,600,733	4,483,559	9,242,864	-2.5%	106.2%
Interest	3,190,171	4,112,070	5,652,902	6,004,205	5,301,549	5,170,045	-11.7%	-2.5%
Total Debt Service	11,031,494	9,100,795	9,292,811	10,604,938	9,785,109	14,412,909	-7.7%	47.3%
Transfers from GF:	588,190	2,369,600	721,950	4,421,950	2,000,000	700,000	-54.8%	-65.0%
Contingency fund	164,877	402,841	-	210,000	-	-	0.0%	0.0%
Debt service funds	3,434,966	4,064,086	4,070,455	4,170,540	4,003,443	8,265,974	-4.0%	106.5%
Indirect cost allocation to GF	2,325,643	2,545,644	2,637,289	2,637,289	2,661,382	2,687,997	0.9%	1.0%
Transfers to GF:	-	-	3,753,000	4,053,000	1,200,000	2,776,000	-70.4%	131.3%
Transfers among other funds	7,354,191	1,268,300	2,656,280	3,179,989	2,401,617	2,589,470	-24.5%	7.8%
Other Items	(6,220,493)	3,328,252	-	-	-	-	0.0%	0.0%
Total Other Expenditures	7,647,374	13,978,724	13,838,974	18,672,768	12,266,442	17,019,441	-34.3%	38.7%
Total Expenditures	\$165,697,801	\$166,014,256	\$164,709,529	\$200,319,352	\$138,104,532	\$141,511,443	-31.1%	2.5%

2021-2022 Expenditure Budget by Type

GOVERNMENTAL FUNDS

Governmental programs and services, funded largely by taxes but also through fees for service and intergovernmental revenues such as grants and state shared services, include the following activities:

- *Public Safety* – law enforcement, fire and emergency medical services activities, and other emergency services.
- *Physical Environment* – public works activities not chargeable to the enterprise funds.
- *Transportation* – bridges, residential and arterial street maintenance and construction.
- *Economic Environment* – business development, planning and building inspection activities.
- *Culture and Recreation* – parks and recreation activities.
- *General Government* – administration, finance, attorney, human services, and city clerk activities.
- *Judicial* – municipal court activities.

The general fund is the repository for most taxes and unrestricted revenues and has the most spending flexibility. Each year the general fund transfers money to the debt service funds to pay debt service and to the capital projects funds to help pay for park, street and other infrastructure projects.

The City maintains the following governmental funds:

General

General fund
Contingency fund

Special Revenue Funds

Lodging Tax
Drug Seizure

Debt Service

Limited Tax General Obligation bonds
Unlimited Tax General Obligation bonds
LID #33 bonds and guaranty funds

Capital Projects

Residential streets
Arterial streets
Park and land acquisition
Facilities
General government
Fire Improvement
Public Safety Plan
Public Works Shops

6-Year Financial Plan

The 6-year financial plan models the 6-year forecast on the general fund by incorporating general fund requirements to fund capital projects outlined in the Capital Improvement Program as well as approved and planned debt service. The model fine tunes forecasts for each type of revenue and expenditure, taking into consideration historical trends and economic outlook but does not include immaterial, one-time revenues or expenditures. The model also takes into consideration the effects of COVID-19.

The City's **Reserve Policy** is met in the 2021-2022 and 2023-2024 biennium as well as in 2025, but not in 2026 due to conservative budget projections. This is consistent with 6-year forecasts found in previously adopted budgets. With many unknowns regarding the COVID-19 pandemic estimates are extremely conservative for the upcoming biennium. If revenues exceed expectations in 2020 and 2021, it is very likely that 2026 will meet reserve policy as well without changes to capital or operational plans.

All ongoing expenditures and debt service requirements are met without drawing down fund balance. The 6-year financial plan is used for planning purposes only and is updated with each budget cycle. The plan will be adjusted as necessary to ensure the Reserve Policy continues to be met in each year. The Reserve policy, as revised in 2015, requires a general fund minimum fund balance of 18%, as calculated on the prior year ongoing general fund revenue. Also, a new discretionary reserve was added to the policy. Under this section, 10% of one-time revenue realized in the previous year will be set aside as a one-time revenue reserve, to the extent doing so does not negatively impact compliance with the general fund minimum fund balance requirement. Indication of compliance with the new minimum balance reserve requirement and the former requirement is demonstrated in the chart below.

Reserve policy compliance:	Proposed Budget		Projections			
	2021	2022	2023	2024	2025	2026
Minimum fund balance - 18%	Yes	Yes	Yes	Yes	Yes	No
Contingency reserve fund balance - 10%	Yes	Yes	Yes	Yes	Yes	Yes

Expenditures in 2021 through 2024 have been projected to increase based on the chart below. Expenditures will be closely monitored to ensure that ongoing revenues continue to support ongoing expenditures.

REVENUE ASSUMPTIONS	CURRENT SIX YEAR PLAN ANNUAL CHANGE			
	22-23	23-24	24-25	25-26
Sales Tax	5.0%	2.5%	2.5%	2.5%
Use Tax	2.0%	2.0%	2.0%	2.0%
Property Tax	3.0%	3.0%	3.0%	3.0%
Business Tax	2.5%	2.5%	2.5%	2.5%
Charges for Services	1.5%	2.0%	2.0%	2.0%
Other Income	2.0%	2.0%	2.0%	2.0%
Licenses & Permits	2.5%	2.5%	2.5%	2.5%
Transfers In-ICA	2.0%	2.0%	2.0%	2.0%
Transfers In-OTHER	0.0%	0.0%	0.0%	0.0%
Intergovernmental Revenue	2.5%	2.5%	2.5%	2.5%
Fines & Penalties	1.0%	1.0%	1.0%	1.0%

EXPENDITURE ASSUMPTIONS	CURRENT SIX YEAR PLAN ANNUAL CHANGE			
	22-23	23-24	24-25	25-26
Salaries & Benefits				
Salaries	2.0%	2.0%	2.0%	2.0%
Overtime	2.0%	2.0%	2.0%	2.0%
Extra Labor	0.0%	0.0%	0.0%	0.0%
Holiday Pay	2.0%	2.0%	2.0%	2.0%
Medical & Dental	5.0%	5.0%	5.0%	5.0%
FICA	2.0%	2.0%	2.0%	2.0%
Pension-PERS/PSERS	2.0%	2.0%	2.0%	2.0%
Industrial Insurance	0.0%	0.0%	0.0%	0.0%
Pension-LEOFF 2	2.0%	2.0%	2.0%	2.0%
Uniform/Clothing	0.0%	0.0%	0.0%	0.0%
Unemployment	0.0%	0.0%	0.0%	0.0%
Operations Supplies				
Rentals and Leases	2.0%	2.0%	2.0%	2.0%
Professional Services	0.2%	0.2%	0.2%	0.2%
Ext Taxes, Oper. Assess	0.0%	0.0%	0.0%	0.0%
Inter-Governmental	0.0%	0.0%	0.0%	0.0%
Public Utilities	3.0%	3.0%	3.0%	3.0%
Miscellaneous	0.0%	0.0%	0.0%	0.0%
Insurance	5.0%	5.0%	5.0%	5.0%
Repairs and Maintenance	0.0%	0.0%	0.0%	0.0%
Communication	0.0%	0.0%	0.0%	0.0%
Travel	0.0%	0.0%	0.0%	0.0%
Advertising	0.0%	0.0%	0.0%	0.0%
Office & Operating Supplies	0.0%	0.0%	0.0%	0.0%
Small Tools & Minor Equipment	0.0%	0.0%	0.0%	0.0%
Items Purchased for resale	0.0%	0.0%	0.0%	0.0%

6-Year Financial Plan 2021 – 2026 Analysis

General Fund	2019						Percent Change (Budgetary Comparison)									
	Actual	Projected YE	Budget	2020 Budget	2021 Budget	2022 Budget	Projected	2024 Projected	2025 Projected	2026 Projected	2020 (B)-21	2021-22	2022-23	2023-24	2024-25	2025-26
Revenues																
Taxes																
Sales Tax	19,884,509	19,949,591	16,310,000	19,910,676	17,650,000	18,550,000	19,477,500	19,964,438	20,463,548	20,975,137	-11.4%	5.1%	5.0%	2.5%	2.5%	2.5%
Use Tax	709,109	738,157	645,000	680,000	665,000	750,000	765,000	780,300	795,306	811,824	-3.6%	12.8%	2.0%	2.0%	2.0%	2.0%
Total Sales Tax	20,593,617	20,687,748	16,955,000	20,590,676	18,315,000	19,300,000	20,242,500	20,744,738	21,258,854	21,786,961	-11.1%	5.4%	4.9%	2.5%	2.5%	2.5%
Property Tax	15,177,011	15,545,678	16,306,453	16,416,911	16,900,000	17,300,000	17,819,000	18,353,570	18,904,177	19,471,302	2.9%	2.4%	3.0%	3.0%	3.0%	3.0%
Business Tax	11,115,985	10,958,426	8,414,021	12,082,610	9,823,200	10,698,700	10,873,918	11,145,765	11,424,410	11,710,020	-18.7%	8.0%	2.5%	2.5%	2.5%	2.5%
Total Taxes	46,886,613	47,192,051	41,675,474	49,100,197	45,038,200	47,208,700	48,935,418	50,244,073	51,588,041	52,968,283	-8.3%	4.8%	3.7%	2.7%	2.7%	2.7%
Charges for Services	3,883,666	3,718,109	2,148,001	3,750,707	2,867,100	2,896,425	2,939,671	2,988,669	3,058,642	3,119,815	-23.6%	1.0%	1.5%	2.0%	2.0%	2.0%
Other Income	767,392	940,884	784,784	954,017	592,459	592,466	594,115	605,998	618,118	630,480	-39.4%	0.7%	2.0%	2.0%	2.0%	2.0%
Licenses & Permits	4,875,454	5,554,899	5,678,550	6,784,894	6,071,100	6,110,100	6,262,853	6,419,424	6,579,989	6,744,407	-10.5%	0.6%	2.5%	2.5%	2.5%	2.5%
Transfers In	2,925,643	2,545,644	2,637,288	2,887,288	2,661,382	2,697,897	2,741,757	2,796,592	2,852,524	2,909,574	-6.2%	1.0%	2.0%	2.0%	2.0%	2.0%
Intergovernmental Revenue	4,863,103	4,300,679	4,083,976	3,961,006	3,169,284	3,084,912	3,162,035	3,241,086	3,322,113	3,405,166	-20.0%	-2.7%	2.5%	2.5%	2.5%	2.5%
Fees & Penalties	232,054	184,015	111,729	291,718	95,375	79,925	80,724	81,531	82,347	83,170	-67.3%	-16.2%	1.0%	1.0%	1.0%	1.0%
Total Revenues	63,023,926	64,436,282	57,319,802	67,679,827	60,480,900	62,650,525	64,716,773	66,387,372	68,101,694	69,860,896	-10.6%	3.6%	3.3%	2.6%	2.6%	2.6%
Expenditures																
Expenses																
Salaries & Benefits	40,729,874	42,695,420	41,464,279	44,962,202	42,917,897	44,416,262	45,507,326	46,631,537	47,790,126	48,984,375	-4.5%	3.5%	2.5%	2.5%	2.5%	2.5%
Operations	16,551,601	16,017,678	13,133,307	15,178,687	13,803,298	13,911,413	14,067,985	14,229,348	14,395,679	14,567,161	-9.1%	0.8%	1.1%	1.1%	1.2%	1.2%
Transfers Out																
Debt Service																
Transfer Out - Fund 209 (2017 GO)	556,850	557,700	558,250	558,250	553,500	553,600	558,400	557,750	556,800	555,550	-0.9%	0.0%	0.9%	-0.1%	-0.2%	-0.2%
Transfer Out - Fund 208 (2018 GO)	119,513	402,100	402,100	402,100	402,100	767,100	766,350	767,225	767,100	765,795	0.0%	90.8%	-0.1%	0.1%	0.0%	-0.2%
Transfer Out - Fund 217 (2011 GO)	549,250	548,700	545,300	545,300	546,300	551,500	545,900	0	0	0	0.2%	1.0%	-1.0%	-100.0%	0.0%	0.0%
Transfer Out - Fund 214 (2020 GO)	575,152	517,500	449,680	515,089	515,736	514,415	513,029	516,579	0	0	0.1%	-0.3%	-0.3%	0.7%	-100.0%	0.0%
Transfer Out - Fund 219 (2019 GO)	0	0	792,370	793,750	666,717	1,404,367	1,405,035	1,403,700	1,404,812	1,503,700	-16.0%	110.6%	0.0%	-0.1%	0.1%	7.0%
Transfer Out - Fund 220 (2021 GO est)	0	0	0	0	309,000	309,000	309,000	309,000	309,000	309,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer Out - Fund 211 (2008 GO)	809,100	810,900	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer Out - Fund 218 (MFG)	113,130	113,130	113,130	113,130	113,130	113,115	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer Out - Fund 200 (2014, 2015, 2017)	711,971	711,956	709,591	709,591	356,277	2,999,844	657,334	653,946	656,608	652,030	-48.8%	742.0%	-78.1%	-0.5%	0.4%	-0.7%
Total Debt Service	3,434,966	3,661,886	3,570,421	3,637,190	3,462,760	7,212,941	4,755,048	4,208,200	3,694,320	3,766,075	-4.8%	108.3%	-34.1%	-11.5%	-12.2%	2.5%
Other																
Transfer to Contingency Fund	164,877	402,841	0	210,000	0	0	0	0	0	0	-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer to Firemen's Pension	0	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer to Golf Course	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Other	464,877	702,841	300,000	510,000	300,000	300,000	300,000	300,000	300,000	300,000	-41.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Expenditures	3,899,843	4,364,827	3,870,421	4,147,190	3,762,760	7,512,941	5,055,048	4,508,200	3,994,320	4,066,075	-9.3%	99.7%	-32.7%	-10.8%	-11.4%	2.3%
Net Operating Result	61,181,318	63,068,125	58,468,007	64,288,079	60,483,955	65,840,616	64,630,358	65,369,085	66,186,125	67,637,610	-5.9%	8.9%	-1.8%	1.1%	1.2%	2.2%
Operating Results																
Capital Expenditures	80,033	109,051	30,495	270,000	518,865	530,000	86,415	1,018,287	1,921,569	2,223,286	92.1%	2.2%	-100.0%	0.0%	0.0%	0.0%
Transfers																
Transfer In																
Transfer from Contingency	0	0	700,000	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer from PSPW Shops	1,000,000	0	0	0	1,068,817	2,171,467	2,171,385	2,170,925	0	0	0.0%	103.2%	0.0%	0.0%	-100.0%	0.0%
Transfer from Land Acq. Park	0	0	400,000	0	1,200,000	2,776,000	0	0	0	0	0.0%	131.3%	-100.0%	0.0%	0.0%	0.0%
Total Transfer In	1,000,000	0	1,100,000	0	2,268,817	4,947,467	2,171,385	2,170,925	0	0	0.0%	118.1%	-56.1%	0.0%	-100.0%	0.0%
Transfer Out																
Transfer to Land Acq. Park	88,190	19,600	21,950	21,950	0	0	0	0	0	0	-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer to City Facilities	0	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer to Gen Gov't Imp.	200,000	200,000	0	200,000	300,000	0	200,000	200,000	200,000	200,000	50.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
Transfer to PW Shops	1,000,000	0	0	2,850,000	0	0	250,000	1,400,000	1,400,000	1,400,000	-100.0%	0.0%	0.0%	460.0%	0.0%	0.0%
Transfer to Residential Street	0	1,850,000	400,000	100,000	0	0	200,000	0	0	0	-100.0%	0.0%	0.0%	-100.0%	0.0%	0.0%
Transfer to Arterial Street	0	0	0	0	1,400,000	400,000	2,100,000	1,400,000	1,000,000	900,000	0.0%	-71.4%	425.0%	-33.3%	-28.6%	-10.0%
Total Transfer Out	1,288,190	2,069,600	421,950	3,171,950	1,700,000	400,000	2,750,000	3,000,000	2,600,000	2,500,000	-46.4%	-76.5%	587.5%	9.1%	-13.3%	-3.8%
Net Transfers Out (In)	288,190	2,069,600	(676,950)	3,171,950	(598,817)	(4,547,467)	578,615	829,075	2,600,000	2,500,000	-117.9%	699.5%	-112.7%	43.3%	213.6%	-3.8%
Total Capital Outflow (Inflow s)	368,223	2,178,651	(647,555)	3,441,950	(90,152)	(4,017,467)	578,615	829,075	2,600,000	2,500,000	-101.5%	7910.6%	-114.4%	43.3%	213.6%	-3.8%
Fund Balance																
Starting Fund Balance	11,468,110	12,942,484	12,132,001	12,132,001	12,081,799	12,128,896	12,956,272	12,464,072	12,653,284	11,974,853	-0.4%	0.4%	6.8%	-3.8%	1.5%	-5.4%
Surplus (Deficit)	1,474,385	(810,493)	(500,651)	(50,202)	47,097	827,376	(492,200)	189,212	(676,431)	(276,714)	-193.8%	1656.7%	-159.5%	-138.4%	-458.6%	-59.2%
Ending Fund Balance	12,942,494	12,132,001	11,631,350	12,081,799	12,128,896	12,956,272	12,464,072	12,653,284	11,974,853	11,698,139	0.4%	6.8%	-3.8%	1.5%	-5.4%	-2.3%
Reserve Policy (18% of prior year ongoing revenue):																
		11,524,307	11,524,307	11,524,307	11,524,307	11,524,307	11,524,307	11,524,307	11,949,727	12,298,305						

General Fund Maintenance and Operations Detail

General Fund	2018 Actual	2019 Actual	2020 Projected YE	2020 Budget	2021 Budget	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Percent Change (Budgetary Comparison)						
											2021	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26	
Expenditures																	
Salaries	27,508,645	28,547,693	28,343,059	30,064,147	28,695,262	29,603,468	30,195,537	30,799,448	31,415,437	32,043,746	-4.6%	3.2%	2.0%	2.0%	2.0%	2.0%	
Overtime	1,506,318	1,724,479	1,135,571	1,357,599	1,218,115	1,218,115	1,242,477	1,267,327	1,292,673	1,318,527	-10.3%	0.0%	2.0%	2.0%	2.0%	2.0%	
Extra Labor	697,233	819,391	455,888	764,697	302,528	304,528	304,528	304,528	304,528	304,528	-60.4%	0.7%	0.0%	0.0%	0.0%	0.0%	
Holiday Pay	448,184	460,543	425,888	555,369	515,500	515,500	525,810	538,326	547,053	557,994	-7.2%	0.0%	2.0%	2.0%	2.0%	2.0%	
Total Salaries	30,160,379	31,552,106	30,055,983	32,741,812	30,731,405	31,641,611	32,268,353	32,907,629	33,559,691	34,224,794	-6.1%	3.0%	2.0%	2.0%	2.0%	2.0%	
Benefits																	
Medical & Dental	5,478,650	5,745,036	6,023,855	6,457,336	6,904,119	7,551,216	7,928,777	8,325,216	8,741,476	9,178,550	6.9%	9.4%	5.0%	5.0%	5.0%	5.0%	
FICA	1,783,129	1,858,800	1,725,629	2,100,726	1,870,468	1,930,419	1,969,027	2,008,408	2,048,576	2,089,548	-11.0%	3.2%	2.0%	2.0%	2.0%	2.0%	
Pension-PERS/PSERS	1,683,848	1,770,053	1,636,860	1,805,556	1,627,774	1,487,117	1,516,859	1,547,197	1,578,140	1,609,703	-9.8%	-8.6%	2.0%	2.0%	2.0%	2.0%	
Industrial Insurance	637,863	774,596	843,046	934,878	875,778	876,857	876,857	876,857	876,857	876,857	-6.3%	0.1%	0.0%	0.0%	0.0%	0.0%	
Pension-LEOPF 2	942,174	970,203	1,098,252	913,369	899,828	920,517	938,927	957,706	976,860	996,397	-1.5%	2.3%	2.0%	2.0%	2.0%	2.0%	
Uniform/Clothing	5,675	6,353	7,694	8,525	8,525	8,525	8,525	8,525	8,525	8,525	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Unemployment	38,356	18,273	72,960	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total Benefits	10,569,495	11,143,314	11,408,296	12,220,390	12,186,492	12,774,651	13,238,973	13,723,908	14,230,435	14,759,580	-0.3%	4.8%	3.6%	3.7%	3.7%	3.7%	
Total Salaries & Benefits	40,729,874	42,695,420	41,464,279	44,962,202	42,917,897	44,416,262	45,507,326	46,631,537	47,790,126	48,984,375	-4.5%	3.5%	2.5%	2.5%	2.5%	2.5%	
Services																	
Rentals and Leases	2,548,742	2,695,516	1,437,912	2,422,514	2,166,137	2,197,266	2,241,211	2,286,036	2,331,756	2,378,391	-10.6%	1.4%	2.0%	2.0%	2.0%	2.0%	
Professional Services	3,627,286	6,262,192	5,609,014	5,908,964	5,390,359	5,570,136	5,581,276	5,592,439	5,603,624	5,614,831	-8.8%	3.3%	0.2%	0.2%	0.2%	0.2%	
Ext Taxes, Oper. Assess	164,487	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Inter-Governmental	3,081,298	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Public Utilities	1,947,025	1,983,981	1,970,792	2,069,101	1,931,445	1,974,285	2,033,514	2,094,519	2,157,355	2,222,075	-6.7%	2.2%	3.0%	3.0%	3.0%	3.0%	
Miscellaneous	1,694,040	1,224,377	1,054,874	1,278,973	983,442	977,942	977,942	977,942	977,942	977,942	-23.1%	-0.6%	0.0%	0.0%	0.0%	0.0%	
Insurance	974,066	889,957	987,519	1,047,762	1,030,329	845,161	887,419	931,790	978,379	1,027,298	-1.7%	-18.0%	5.0%	5.0%	5.0%	5.0%	
Repairs and Maintenance	639,545	708,384	721,660	587,912	636,669	676,206	676,206	676,206	676,206	676,206	8.3%	6.2%	0.0%	0.0%	0.0%	0.0%	
Communication	439,626	396,598	417,696	434,600	481,810	481,810	481,810	481,810	481,810	481,810	10.9%	0.0%	0.0%	0.0%	0.0%	0.0%	
Travel	169,229	197,517	39,970	159,630	83,196	88,696	88,696	88,696	88,696	88,696	-6.6%	6.6%	0.0%	0.0%	0.0%	0.0%	
Advertising	37,806	22,981	16,450	47,550	34,750	34,750	34,750	34,750	34,750	34,750	-26.9%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total Services	15,323,150	14,371,503	12,255,887	13,957,066	12,738,137	12,846,252	13,002,824	13,164,187	13,330,518	13,502,000	-8.7%	0.8%	1.2%	1.2%	1.3%	1.3%	
Supplies																	
Supplies	1,205,964	1,618,580	870,420	1,199,881	1,052,161	1,052,161	1,052,161	1,052,161	1,052,161	1,052,161	-12.3%	0.0%	0.0%	0.0%	0.0%	0.0%	
Items Purchased for resale	22,488	17,794	7,000	22,000	13,000	13,000	13,000	13,000	13,000	13,000	-40.9%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total Supplies	1,228,452	1,636,375	877,420	1,221,681	1,065,161	1,065,161	1,065,161	1,065,161	1,065,161	1,065,161	-12.8%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total Supplies & Services	16,551,601	16,007,878	13,133,307	15,178,687	13,803,298	13,911,413	14,067,985	14,229,348	14,395,679	14,567,161	-9.1%	0.8%	1.1%	1.1%	1.2%	1.2%	
Total Departmental Expenditures	57,281,475	58,703,297	54,597,586	60,140,889	56,721,195	58,327,675	59,575,311	60,860,885	62,185,805	63,551,535	-5.7%	2.8%	2.1%	2.2%	2.2%	2.2%	

Debt Service 2021-2026. This chart displays the general fund contribution to debt service for existing debt, planned debt and proposed debt over the 6-year projection period. The totals in the chart represent debt service payments; the totals do not take into consideration other revenue sources that offset the general fund obligation.

Use of Debt Proceeds			BUDGET		PROJECTIONS				TOTAL
			2021	2022	2023	2024	2025	2026	2021-2026
EXISTING DEBT:									
LTGO 2011	Arterial street portion of 2003 bond – South Park bridge, Fort Dent, Tukwila Pool transaction		546,300	551,500	545,900	-	-	-	1,643,700
Refunding									
LTGO 2013	Tukwila Metropolitan Park District		113,130	113,130	-	-	-	-	226,260
	Received from Tukwila Pool MPD		(113,130)	(113,130)	-	-	-	-	(226,260)
LTGO 2014	Urban Renewal Bonds		264,774	265,289	264,859	264,571	265,483	264,455	1,589,431
LTGO 2015	Interurban/Boeing Access Rd Brdg		387,775	390,275	392,475	389,375	391,125	387,575	2,338,600
	Interurban		224,910	226,360	227,636	225,838	226,853	224,794	
	Boeing Access Road Bridge		162,866	163,916	164,840	163,538	164,273	162,782	
LTGO 2017	42nd and 53rd Sidewalks		553,500	553,600	558,400	557,750	556,800	555,550	3,335,600
LTGO 2017	Urban Renewal - Refunded Line-of-Credit		63,728	2,344,280	-	-	-	-	2,408,008
Refunding									
LTGO 2018	PW Shops		804,200	1,534,200	1,532,700	1,534,450	1,534,200	1,531,950	8,471,700
	50% paid by utility funds		(402,100)	(767,100)	(766,350)	(767,225)	(767,100)	(765,975)	(4,235,850)
LTGO 2019	PSP (Justice Center, Fire) & PW Shops		805,300	1,690,300	1,691,050	1,689,550	1,690,800	1,689,550	9,256,550
	22% paid by utility funds		(177,166)	(371,866)	(372,031)	(371,701)	(371,976)	(371,701)	(2,036,441)
SCORE 2019	South County Correctional Entity, SCORE Jail facility		376,895	377,030	376,876	376,914	377,126	376,861	2,261,702
Refunding	Estimated contribution by SCORE		(376,895)	(377,030)	(376,876)	(376,914)	(377,126)	(376,861)	(2,261,702)
LTGO 2010	Southcenter Parkway Extension, emergency management		515,736	514,415	513,029	516,579	-	-	2,059,759
	Southcenter Pkwy Extension		378,292	377,323	376,307	378,911	-	-	
	Emergency Management		137,444	137,092	136,722	137,668	-	-	
Existing debt			\$ 3,362,047	\$ 6,704,893	\$ 4,360,032	\$ 3,813,349	\$ 3,299,332	\$ 3,291,404	\$ 24,831,057
PROPOSED DEBT:									
LTGO 2020	PW Shops-General Fund	2,850,000	309,000	309,000	309,000	309,000	309,000	309,000	1,854,000
	Portion								
			\$ 309,000	\$ 309,000	\$ 309,000	\$ 309,000	\$ 309,000	\$ 309,000	\$ 1,854,000
TOTAL Estimate / Projections			\$ 3,671,047	\$ 7,013,893	\$ 4,669,032	\$ 4,122,349	\$ 3,608,332	\$ 3,600,404	\$ 26,685,057

General Fund - Revenue, Expenditures, and Fund Balance

	Actual			Budget			Percent Change			
			Projected	Adopted	Proposed	Proposed	Actual		Budget	
	2018	2019	2020	2020	2021	2022	2018-19	2019-20	2020-21	2021-22
Revenue										
<i>General Revenue</i>										
Property Taxes	\$ 15,177,011	\$ 15,545,878	\$ 16,306,453	\$ 16,416,911	\$ 16,900,000	\$ 17,300,000	2.4%	4.9%	2.9%	2.4%
Retail Sales Tax	19,894,509	19,916,461	16,210,000	19,910,676	17,550,000	18,450,000	0.1%	-18.6%	-11.9%	5.1%
Use Tax	709,109	771,287	745,000	690,000	765,000	850,000	8.8%	-3.4%	10.9%	11.1%
Admissions Tax	1,005,862	956,833	550,000	870,000	600,000	750,000	-4.9%	-42.5%	-31.0%	25.0%
Utility Taxes	3,866,859	3,644,470	1,661,021	4,374,610	3,520,000	3,620,000	-5.8%	-54.4%	-19.5%	2.8%
Interfund Utility Tax	2,334,522	2,358,608	2,083,000	2,412,000	2,367,200	2,447,700	1.0%	-11.7%	-1.9%	3.4%
Gambling/Excise Taxes	3,908,742	3,998,515	4,120,000	4,426,000	3,336,000	3,791,000	2.3%	3.0%	-24.6%	13.6%
Total General Revenue	46,896,613	47,192,051	41,675,474	49,100,197	45,038,200	47,208,700	0.6%	-11.7%	-8.3%	4.8%
<i>Licenses and Permits</i>										
Business Licenses & Permits	2,835,458	3,399,729	3,515,000	4,612,400	3,645,000	3,670,000	19.9%	3.4%	-21.0%	0.7%
Rental Housing License	64,895	39,523	45,000	45,000	51,000	52,000	-39.1%	13.9%	13.3%	2.0%
Building Permits and Fees	1,975,101	2,115,648	2,318,550	2,127,494	2,375,100	2,388,100	7.1%	9.6%	11.6%	0.5%
Total Licenses and Permits	4,875,454	5,554,899	5,878,550	6,784,894	6,071,100	6,110,100	13.9%	5.8%	-10.5%	0.6%
<i>Intergovernmental Revenue</i>										
Sales Tax Mitigation	1,025,820	655,127	-	-	-	-	-36.1%	-100.0%		
Seattle City Light Agreement	2,319,864	2,311,273	2,300,000	2,470,000	2,300,000	2,350,000	-0.4%	-0.5%	-6.9%	2.2%
State Entitlements	418,029	539,001	471,088	446,250	456,500	483,500	28.9%	-12.6%	2.3%	5.9%
Grants	1,031,305	769,880	1,286,441	1,006,117	400,555	245,805	-25.3%	67.1%	-60.2%	-38.6%
Total Intergov't Revenue	4,795,018	4,275,282	4,057,529	3,922,367	3,157,055	3,079,305	-10.8%	-5.1%	-19.5%	-2.5%
<i>Charges for Services</i>										
General Government	29,201	58,138	24,694	58,532	26,200	27,900	99.1%	-57.5%	-55.2%	6.5%
Security	994,534	1,263,782	989,405	1,622,000	1,082,600	1,083,425	27.1%	-21.7%	-33.3%	0.1%
Transportation	36,214	(7,884)	64,000	79,000	44,000	44,000	-121.8%	-911.8%	-44.3%	0.0%
Plan Check and Review Fees	1,166,212	1,511,497	939,019	1,168,675	990,300	991,100	29.6%	-37.9%	-15.3%	0.1%
Culture and Rec Fees	526,771	525,919	84,221	601,000	397,500	398,500	-0.2%	-84.0%	-33.9%	0.3%
Total Charges for Services	2,752,931	3,351,453	2,101,339	3,529,207	2,540,600	2,544,925	21.7%	-37.3%	-28.0%	0.2%
<i>Fines and Penalties</i>	232,054	184,667	114,129	291,718	130,375	139,925	-20.4%	-38.2%	-55.3%	7.3%
<i>Miscellaneous Revenue</i>	2,146,213	1,332,285	855,493	1,214,156	882,188	879,573	-37.9%	-35.8%	-27.3%	-0.3%
<i>Indirect cost allocation</i>	2,325,643	2,545,644	2,637,288	2,637,288	2,661,382	2,687,997	9.5%	3.6%	0.9%	1.0%
Ongoing Revenue	64,023,926	64,436,282	57,319,802	67,479,827	60,480,900	62,650,525	0.6%	-11.0%	-10.4%	3.6%
Transfer from Public Safety Plan	-	-	-	-	1,068,817	2,171,467				
Transfer from Contingency	-	-	700,000	-	-	-				
Transfer from Urban Renewal	-	-	400,000	200,000	1,200,000	2,776,000			500.0%	131.3%
Total Revenue	64,023,926	64,436,282	58,419,802	67,679,827	62,749,717	67,597,992	0.6%	-9.3%	-7.3%	7.7%
Expenditures										
City Council	374,120	381,903	338,625	439,772	363,618	370,531	2.1%	-11.3%	-17.3%	1.9%
Mayor's Office	1,994,570	1,700,939	1,545,637	1,760,805	1,455,526	1,473,476	-14.7%	-9.1%	-17.3%	1.2%
Administrative Services	4,863,440	4,726,845	4,639,859	5,139,152	4,734,464	4,829,160	-2.8%	-1.8%	-7.9%	2.0%
Finance	2,713,267	2,392,462	2,455,838	2,753,260	3,049,858	3,147,816	-11.8%	2.6%	10.8%	3.2%
Legal	982,922	654,866	640,650	710,730	639,600	639,600	-33.4%	-2.2%	-10.0%	0.0%
Recreation	3,113,945	3,381,704	2,478,709	3,388,874	2,764,338	2,821,596	8.6%	-26.7%	-18.4%	2.1%
Parks Maintenance	1,518,054	1,679,386	1,548,892	1,659,686	1,446,205	1,486,820	10.6%	-7.8%	-12.9%	2.8%
Community Development	3,517,673	3,557,282	3,057,912	3,615,854	4,069,943	4,114,159	1.1%	-14.0%	12.6%	1.1%
Court	1,295,591	1,297,382	1,271,031	1,330,951	1,238,458	1,258,144	0.1%	-2.0%	-6.9%	1.6%
Police	17,967,227	18,907,947	17,374,568	19,194,006	18,286,665	18,899,067	5.2%	-8.1%	-4.7%	3.3%
Fire	12,356,200	12,559,848	12,572,538	13,118,888	12,706,860	13,127,126	1.6%	0.1%	-3.1%	3.3%
Public Works	3,566,458	3,780,318	3,538,340	4,043,635	3,621,145	3,752,880	6.0%	-6.4%	-10.4%	3.6%
PW Street Maintenance	3,098,042	3,791,466	2,765,482	3,255,276	2,863,180	2,937,300	22.4%	-27.1%	-12.0%	2.6%
Total Department Expenditures	57,361,508	58,812,348	54,228,081	60,410,889	57,239,860	58,857,675	2.5%	-7.8%	-5.2%	2.8%
Transfers - Debt Service	3,434,966	3,661,986	3,570,421	3,637,190	3,462,760	7,212,941	6.6%	-2.5%	-4.8%	108.3%
Transfers - Capital, Other	1,588,190	2,369,600	1,121,950	3,471,950	2,000,000	700,000	49.2%	-52.7%	-42.4%	-65.0%
Transfers - Contingency	164,877	402,841	-	210,000	-	-	144.3%	-100.0%	-100.0%	
Total Transfers	5,188,033	6,434,427	4,692,371	7,319,140	5,462,760	7,912,941	24.0%	-27.1%	-25.4%	44.9%
Total Expenditures	62,549,541	65,246,775	58,920,452	67,730,029	62,702,620	66,770,616	4.3%	-9.7%	-7.4%	6.5%
Change in Fund Balance	1,474,385	(810,493)	(500,651)	(50,202)	47,097	827,376	-155.0%	-38.2%	-193.8%	1656.7%
Beginning Fund Balance	11,468,109	12,942,494	12,132,001	13,828,530	11,631,350	11,678,448	12.9%	-6.3%	-15.9%	0.4%
*Ending Fund Balance	\$ 12,942,494	\$ 12,132,001	\$ 11,631,350	\$ 13,778,328	\$ 11,678,448	\$ 12,505,824	-6.3%	-4.1%	-15.2%	7.1%
Recommended reserve policy until revenues return to post COVID-19 levels	\$ 11,524,307				\$ 11,524,307	\$ 11,524,307				
Reserve policy at 18%	\$ 11,524,307				\$ 10,317,564	\$ 10,886,562				
Contingency reserve policy until revenues return to post COVID-19 levels	\$ 6,402,393				\$ 6,402,393	\$ 6,402,393				
Contingency reserve policy at 10%					\$ 5,731,980	\$ 6,048,090				

GENERAL FUND MAJOR REVENUE SOURCES

Sales and Use Tax (RCW 82.14)

The City receives sales tax revenue from three sources. The main source of sales tax is the City-imposed 0.85% on retail sales. The City receives less than 9% of the sales tax generated within Tukwila. The remaining 91% is distributed to other government entities and supports transit and other public agencies. The City also receives a portion of the sales tax collected by King County for criminal justice. This is a 0.1% voter approved sales tax in King County and is collected countywide and distributed to all cities on a per capita basis. The third source of sales tax is collected from the sale of brokered natural gas. These three components of sales and use tax revenue account for just under one-third of the City's General Fund ongoing revenue, making sales tax the largest revenue source for the General Fund.

Detail of Sales and Use Tax Budget

	2021	2022
Local Retail Sales & Use Tax	\$17,550,000	\$18,450,000
Criminal Justice	575,000	650,000
Natural Gas Use Tax	90,000	100,000
Total Sales and Use Tax	\$18,215,000	\$19,200,000

The sales tax rate in the City of Tukwila is 10.0% on retail goods, with an additional 0.3% on car sales to help pay for statewide transportation improvements. The chart below summarizes how the 10.0% tax collected is divided between various governmental entities.

Sales Tax Distribution by Government Entity

	Percent	Percent of Total
Washington State	6.50%	65.00%
City of Tukwila	0.85%	8.50%
King County	0.25%	2.50%
King County Criminal Justice	0.10%	1.00%
Regional Transit Authority	1.40%	14.00%
King County Transp. Benefit Area	0.90%	9.00%
Total Sales Tax on \$100 of Goods	10.00%	100.00%

From 2006 to 2007, the City's sales tax collection grew 10%. 2008 was the first year to see a decline in sales tax from the previous year (12%) due to the Great Recession and State implementation of the streamlined sales tax, a destination-based sales tax model. For 2021, the City is anticipating a modest increase in sales tax revenue after a decline in 2020 due to the pandemic.

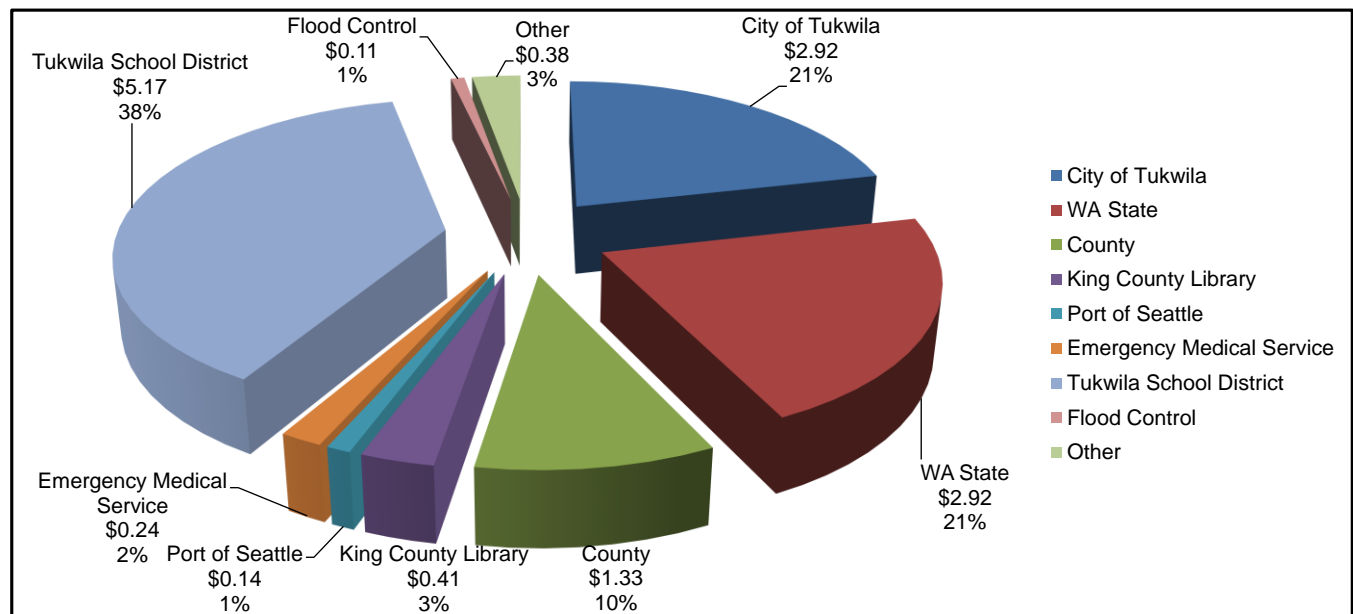
Property Tax (RCW 84.52)

Property tax revenue is the City's second largest revenue source comprising a little over one-quarter of the total general fund ongoing revenue. It is used for general governmental operations including Police, Fire, Public Works, Parks, and administrative support. The City receives approximately one-fifth of the property taxes paid by Tukwila property owners.

2020 Property Tax Levy Rate per \$1,000 Assessed Valuation		
Government Agency	Rate	Percent of Total
City of Tukwila	\$2.92	21.4%
WA State	\$2.92	21.4%
County	\$1.33	9.8%
King County Library	\$0.41	3.0%
Port of Seattle	\$0.14	1.0%
Emergency Medical Service	\$0.24	1.8%
Tukwila School District	\$5.17	38.0%
Flood Control	\$0.11	0.8%
Other	\$0.38	2.8%
Total	\$13.61	100%

The City of Tukwila will levy a tax rate of \$2.92 per \$1,000 assessed value for 2020. The City receives less than a quarter of the property taxes paid in Tukwila. Most of the parcels in the City are also in the Tukwila School District. Almost 70% goes to the Tukwila School District, King County, and the State of Washington, with the remainder going to smaller taxing districts such as the Port of Seattle, Emergency Medical Services, etc. Property taxes are distributed to the following jurisdictions:

Property Tax by Jurisdiction



Utility Tax (RCW 82.16)

The City implemented a 6% solid waste tax and 10% interfund utility tax in 2009 (originally 15%, reduced to 10% in 2010) which have since become the City's third largest tax revenue source. In 2019, the solid waste utility tax was increased to 11% effective November 1, 2019 and an additional increase, to 16%, effective July 1, 2020. The additional revenue has been dedicated to road maintenance and road related projects. This represents over 10% of the City's total ongoing revenue supporting the general fund in both years. The City of Tukwila has a 6% utility tax on cable, electricity, telephones, cellular phones, natural gas, and garbage.

The interfund utility tax was set to expire at the end of 2015 but was extended through 2021 at the same rate. In early 2021, the City anticipates presenting legislation to extend the interfund utility tax deadline another five years.

Detail of Utility Tax Budget

	2021	2022
Electric	\$ 1,500,000	\$ 1,600,000
Gas	475,000	500,000
Solid Waste/Recycling	1,150,000	1,225,000
Cable	245,000	245,000
Telephone	800,000	750,000
Utility Taxes	4,170,000	4,320,000
Interfund Utilities	2,367,200	2,447,700
Total Utility Taxes	\$ 6,537,200	\$ 6,767,700

Other Revenues

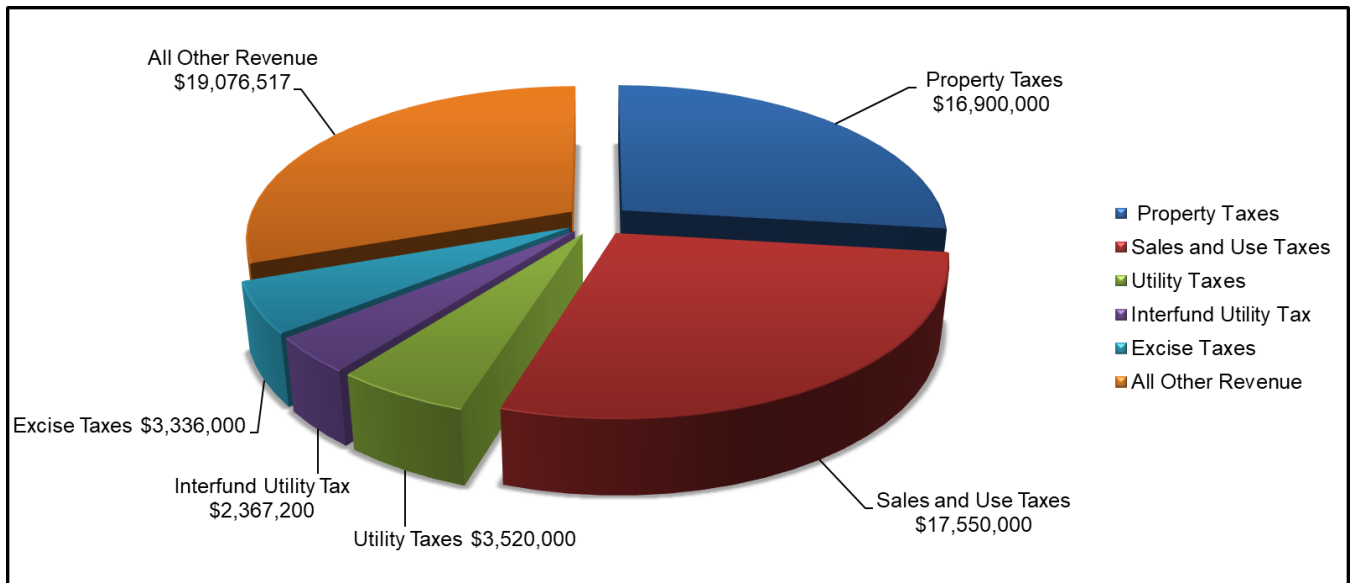
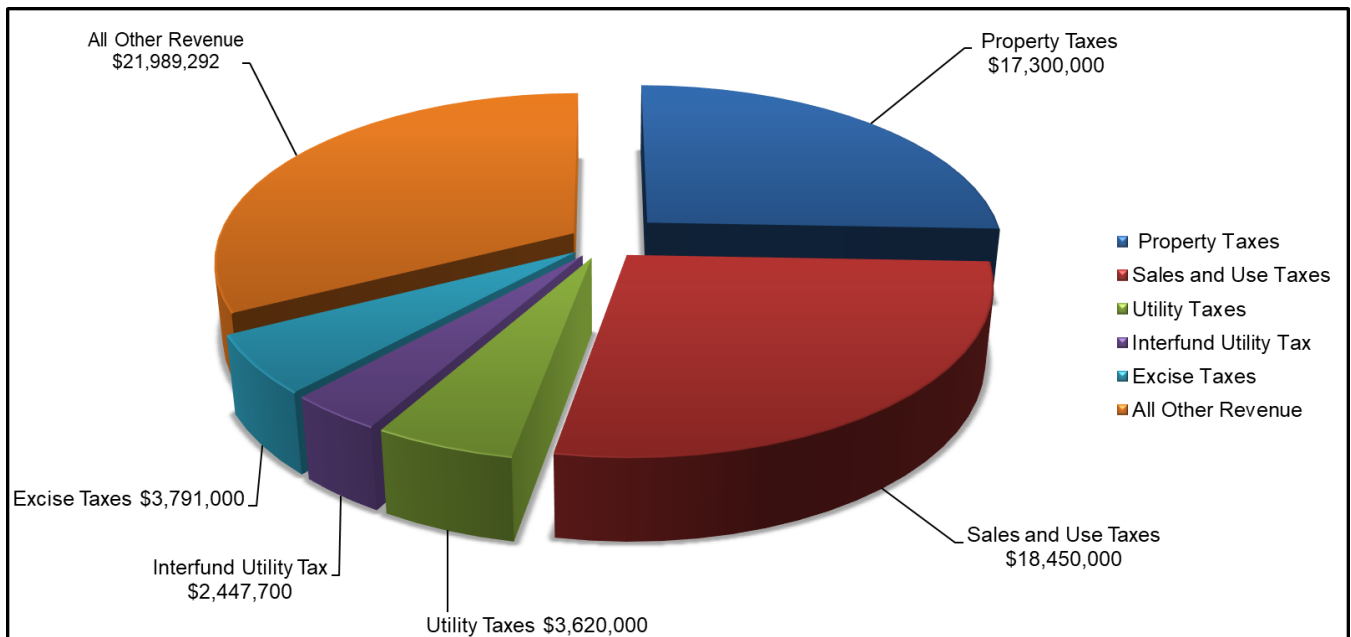
In addition to the three major revenue sources and other ongoing general fund revenue, the 2021-2022 biennial budget also includes one-time revenue in the form of transfers in from the Urban Renewal and Public Safety Plan Capital Project Funds. These funds will be used for:

- Debt service on the 2018-2019 LTGO bonds related to the public safety plan
- A new citywide financial software system
- A comprehensive facility needs assessment
- Street overlay
- Paying off the public safety plan line of credit

2021-2022 GENERAL FUND REVENUE

General fund ongoing and one-time revenues are shown below:

General Fund Revenues										
General Fund Revenues	Actual			Budget			Percent change			
	2018	2019	Projected 2020	2020	2021	2022	Actual 2016-17	2017-18	Budget 2020-21	2021-22
Property Taxes	\$ 15,177,011	\$ 15,545,878	\$ 16,306,453	\$ 16,416,911	\$ 16,900,000	\$ 17,300,000	2.4%	4.9%	2.9%	2.4%
Retail Sales Tax	19,894,509	19,916,461	16,210,000	19,910,676	17,550,000	18,450,000	0.1%	-18.6%	-11.9%	5.1%
Use Taxes	709,109	771,287	745,000	690,000	765,000	850,000	8.8%	-3.4%	10.9%	11.1%
Admissions Tax	1,005,862	956,833	550,000	870,000	600,000	750,000	-4.9%	-42.5%	-31.0%	25.0%
Utility Taxes	3,866,859	3,644,470	3,444,000	4,374,610	3,520,000	3,620,000	-5.8%	-5.5%	-19.5%	2.8%
Interfund Utility Tax	2,334,522	2,358,608	2,083,000	2,412,000	2,367,200	2,447,700	1.0%	-11.7%	-1.9%	3.4%
Gambling/Excise Taxes	3,908,742	3,998,515	2,337,021	4,426,000	3,336,000	3,791,000	2.3%	-41.6%	-24.6%	13.6%
Total Taxes	46,896,613	47,192,051	41,675,474	49,100,197	45,038,200	47,208,700	0.6%	-11.7%	-8.3%	4.8%
Business Licenses & Permits	2,835,458	3,399,729	3,515,000	4,612,400	3,645,000	3,670,000	19.9%	3.4%	-21.0%	0.7%
Rental Housing License	64,895	39,523	45,000	45,000	51,000	52,000	-39.1%	13.9%	13.3%	2.0%
Building Permits and Fees	1,975,101	2,115,648	2,318,550	2,127,494	2,375,100	2,388,100	7.1%	9.6%	11.6%	0.5%
Total Licenses & Permits	4,875,454	5,554,899	5,878,550	6,784,894	6,071,100	6,110,100	13.9%	5.8%	-10.5%	0.6%
Sales Tax Mitigation	1,025,820	655,127	-	-	-	-	-36.1%	0.0%	0.0%	0.0%
Seattle City Light Franchise	2,319,864	2,311,273	2,300,000	2,470,000	2,300,000	2,350,000	-0.4%	-0.5%	-6.9%	2.2%
EMS, VNnt	158,000	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%
State Entitlements	418,029	539,001	471,088	446,250	456,500	483,500	28.9%	-12.6%	2.3%	5.9%
Grants	873,305	769,880	1,286,441	1,006,117	400,555	245,805	-11.8%	67.1%	-60.2%	-38.6%
Total Intergovernmental	4,795,018	4,275,282	4,057,529	3,922,367	3,157,055	3,079,305	-10.8%	-5.1%	-19.5%	-2.5%
General Government	29,201	58,138	24,694	58,532	26,200	27,900	99.1%	-57.5%	-55.2%	6.5%
Security	994,534	1,263,782	989,405	1,622,000	1,082,600	1,083,425	27.1%	-21.7%	-33.3%	0.1%
Transportation	36,214	(7,884)	64,000	79,000	44,000	44,000	-121.8%	-911.8%	-44.3%	0.0%
Plan Check & Review Fees	1,166,212	1,511,497	939,019	1,168,675	990,300	991,100	29.6%	-37.9%	-15.3%	0.1%
Culture and Rec Fees	526,771	525,919	84,221	601,000	397,500	398,500	-0.2%	-84.0%	-33.9%	0.3%
Total Charges for Services	2,752,931	3,351,453	2,101,339	3,529,207	2,540,600	2,544,925	21.7%	-37.3%	-28.0%	0.2%
Total Fines and Penalties	232,054	184,667	114,129	291,718	130,375	139,925	-20.4%	-38.2%	-55.3%	7.3%
Interest Earnings	303,884	317,672	142,953	266,835	127,329	120,107	4.5%	-55.0%	-52.3%	-5.7%
Rents and Concessions	418,003	434,035	147,227	388,839	372,500	372,500	3.8%	-66.1%	-4.2%	0.0%
Insurance Premiums/Recovery	-	-	24,689	-	-	-	0.0%	0.0%	0.0%	0.0%
Contributions/Donations	47,291	3,652	456	11,700	-	-	-92.3%	-87.5%	0.0%	0.0%
Other Misc Revenue	146,277	326,122	306,219	304,834	146,000	146,000	122.9%	-6.1%	-52.1%	0.0%
Sale of Capital Assets	-	21,657	-	-	-	-	0.0%	0.0%	0.0%	0.0%
LID Admin Fee	21,576	19,404	18,000	26,000	14,000	12,000	-10.1%	-7.2%	-46.2%	-14.3%
MPD Principal	209,182	209,744	215,949	215,948	222,359	228,966	0.3%	3.0%	3.0%	3.0%
Total Miscellaneous	1,146,213	1,332,285	855,493	1,214,156	882,188	879,573	16.2%	-35.8%	-27.3%	-0.3%
Indirect Cost Allocation	2,325,643	2,545,644	2,637,288	2,637,288	2,661,382	2,687,997	9.5%	3.6%	0.9%	1.0%
Total Ongoing Revenue	63,023,926	64,436,282	57,319,802	67,479,827	60,480,900	62,650,525	2.2%	-11.0%	-10.4%	3.6%
Transfer in from Fund 302	-	-	400,000	200,000	1,200,000	2,776,000	0.0%	0.0%	500.0%	131.3%
Transfer from Contingency	-	-	700,000	-	-	-	0.0%	0.0%	0.0%	0.0%
Transfer in from Fund 305	-	-	-	-	1,068,817	2,171,467	0.0%	0.0%	0.0%	103.2%
Interfund loan received	1,000,000	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%
Total One-Time Revenue	1,000,000	-	1,100,000	200,000	2,268,817	4,947,467	0.0%	0.0%	1034.4%	118.1%
Total Revenue	\$ 64,023,926	\$ 64,436,282	\$ 58,419,802	\$ 67,679,827	\$ 62,749,717	\$ 67,597,992	0.6%	-9.3%	-7.3%	7.7%

2021 General Fund Revenues**2022 General Fund Revenues**

GENERAL FUND MAJOR EXPENDITURES

The budget for each department within the general fund has been developed in support of the City's strategic goals and objectives. Department budgets experienced reductions from the prior biennium as a result of the pandemic. Department directors were asked to make reductions that had the least impactful result on City operations. The key initiatives for the 2021-2022 biennium are:

1. **Protect the most vulnerable** – this includes feeding seniors and families, supporting small businesses, and housing assistance.
2. **Continue implementation of Equity Policy** – the City aims to support ongoing equity training, policy changes, and improved outreach and use of the equity tool kit in decision making.
3. **Reimagine the Police Department** – Tukwila strives to remain a leader in community policing and will continue this leadership by implementing a Mental Health Professional pilot project using drug seizure funds.
4. **No additional service or employee reductions** – employee furloughs from 2020 will not be carried over into 2021.
5. **Restoring service levels** – the permit center and street departments will both see restored services and positions.
6. **Continue to invest in infrastructure** – this budget will upgrade utility facilities, restore street overlays to help maintain high pavement ratings, and commit to 30% design of the 42nd Ave S bridge to ensure the City is competitive with state and federal grant applications.
7. **Continue investment in safe, efficient facilities for first responders** – the public safety plan continues to finalize new facilities for the public's benefit with Fire Station 52 and the Public Works facility planned for 2021 completion.
8. **Continue investment in technology** – The primary investment in technology will be the purchase and installation of a new online financial system in 2021.

The budget placed a hiring freeze on several vacant positions, although all currently filled positions remained budgeted. All contractual obligations have been funded as well as step increases and COLAs. Healthcare premiums for active employees have been increased by 8% in both 2021 and 2022; funding for the LEOFF 1 retiree healthcare plan continues, and the ending fund balance for the LEOFF 1 retiree healthcare plan is projected to be significantly higher than the IBNR (incurred but not reported) reserve mandated by law.

General Fund Budget Change Discussion

Wages and Benefits: Salaries show a modest decrease over the prior biennium as anticipated due to the hiring freeze which will see a reduction of authorized FTEs not budgeted in 2021; however, a COLA has been factored in for both years as well as step increases for those positions not currently at the top step.

Extra labor decreased over 50% because of the pandemic and departments being asked to reduce services. Overtime is decreasing by 10% in 2021 for the same reason.

Benefits were adjusted accordingly. 2021 rates for the retirement programs the City participates in are as follows: PERS 11.61%, PSERS 11.32%, and LEOFF II 5.32%. Healthcare costs reflect an 8% increase each year.

Supplies: Supplies includes office and program related supplies as well as small tools and equipment. Overall, supplies decreased in 2021 as departments were asked to scrub their budgets due to pandemic.

Services: The City continues to look for cost savings where possible. Again, the City made some tough decisions in order to balance the budget and overall services were budgeted 10% lower than 2020.

Intergovernmental: The City continues to partner with other local government agencies for jail, dispatching, and animal control services. Costs for these services will decline in 2021 due to successful negotiation efforts on the part of City leadership.

Capital and Transfers: Capital costs in the general fund invest in the future. This increase reflects plans to purchase the new financial software system. Additional details on general fund capital purchases can be found below in the Departmental Budgets section. Infrastructure capital improvements can be found in the Capital Projects funds, as well as the City's Enterprise funds.

Transfers to debt service funds in 2022 include the line of credit payoff of \$2.25 million. Transfers to capital projects funds provide funding for arterial street improvements and maintenance of city facilities. Funding for these transfers come from property sale revenue and matches one-time revenue with one-time expenditures.

Departmental Budgets

Departmental expenditures for 2021 are 5% lower than the 2020 budget. Significant changes in the departmental budgets include the following:

Mayor's Office – This department proposed a reduction in employee awards, recognition, training, travel, and conference participation.

Finance – All part-time and extra help will be eliminated to help match budget projections.

Parks & Recreation – Several personnel changes will be made, including freezing two parks maintenance positions, reducing parks extra help to match budget projections, and reducing recreation extra help by one-half.

Community Development – Multiple staffing changes are anticipated for DCD including freezing three FTEs (assistance planner, permit technician, and inspector) and transferring three FTEs from Public Works to the DCD permit center.

Court – A 0.75 admin support technician will be frozen to address the budget shortfall.

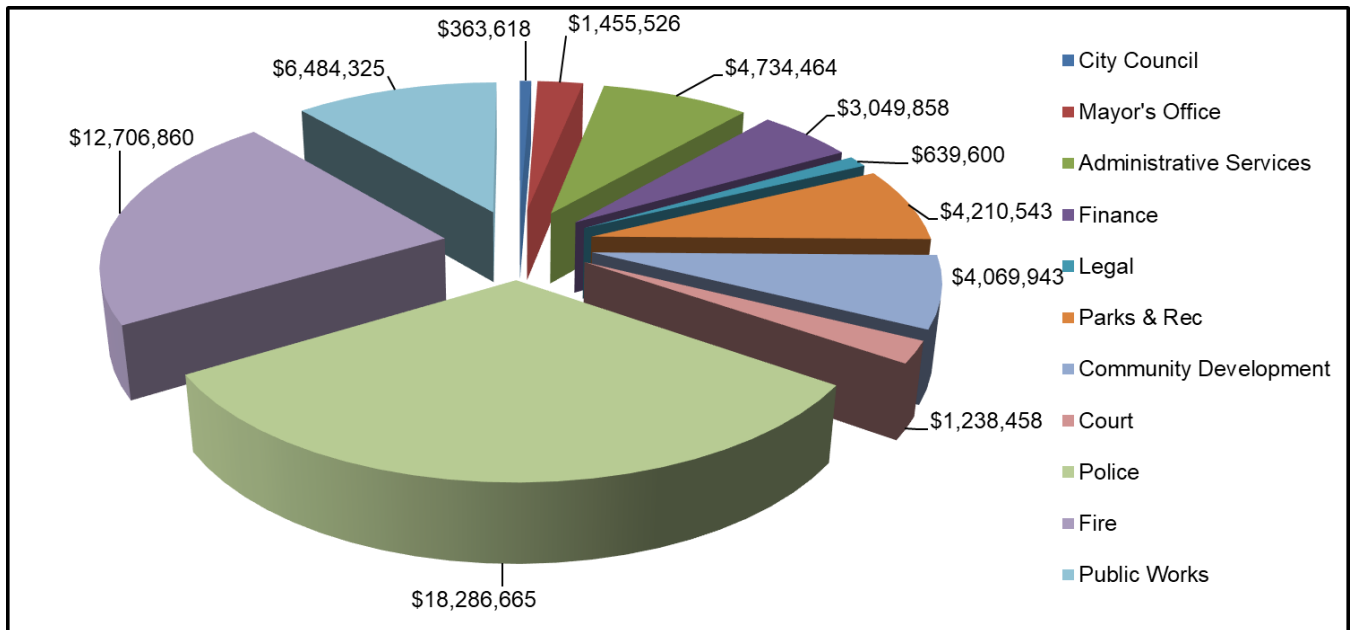
Technology Information Systems – One technician position will remain vacant in 2021-2022. Additionally, TIS will be merged into Administrative Services for budget, accounting, and reporting purposes.

Public Works – Three FTEs, including two engineers and a senior project inspector, were transferred from Public Works to the newly re-organized permit center in Community Development. Additional vacancies will include a facilities maintenance tech, two street maintenance techs, and a fleet mechanic, along with the elimination of all extra help.

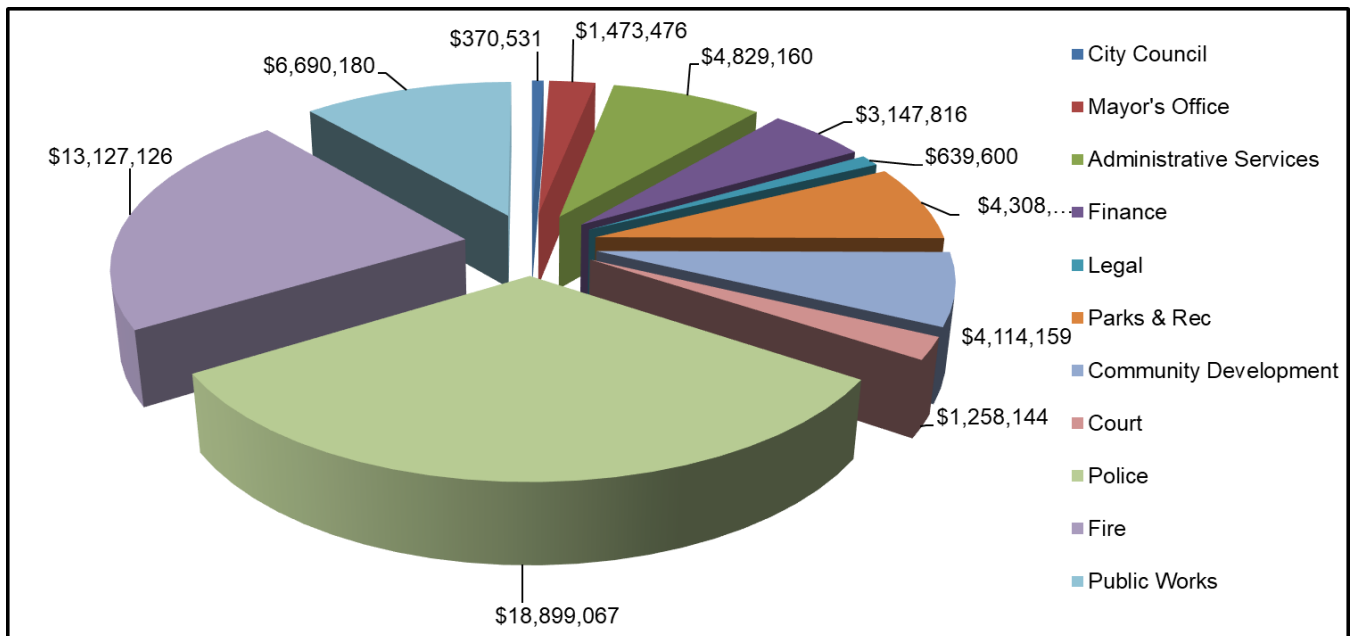
General Fund Expenditures by Department

Department	Actual			Budget			Percent change	
	2018	2019	Projected 2020	2020	2021	2022	2020-21	2021-22
City Council	\$ 374,120	\$ 381,903	\$ 338,625	\$ 439,772	\$ 363,618	\$ 370,531	-17.3%	1.9%
Mayor's Office	1,994,570	1,700,939	1,545,637	1,760,805	1,455,526	1,473,476	-17.3%	1.2%
Administrative Services	4,863,440	4,726,845	4,639,859	5,139,152	4,734,464	4,829,160	-7.9%	2.0%
Finance	2,713,267	2,392,462	2,455,838	2,753,260	3,049,858	3,147,816	10.8%	3.2%
City Attorney	982,922	654,866	640,650	710,730	639,600	639,600	-10.0%	0.0%
Parks & Recreation	4,631,999	5,061,090	4,027,601	5,048,560	4,210,543	4,308,416	-16.6%	2.3%
Community Development	3,517,673	3,557,282	3,057,912	3,615,854	4,069,943	4,114,159	12.6%	1.1%
Court	1,295,591	1,297,382	1,271,031	1,330,951	1,238,458	1,258,144	-6.9%	1.6%
Police	17,967,227	18,907,947	17,374,568	19,194,006	18,286,665	18,899,067	-4.7%	3.3%
Fire	12,356,200	12,559,848	12,572,538	13,118,888	12,706,860	13,127,126	-3.1%	3.3%
Public Works	6,664,500	7,571,784	6,303,822	7,298,911	6,484,325	6,690,180	-11.2%	3.2%
Departmental Total	57,361,508	58,812,348	54,228,081	60,410,889	57,239,860	58,857,675	-5.2%	2.8%
Transfers to other funds	5,188,033	6,434,427	4,692,371	7,319,140	5,462,760	7,912,941	-25.4%	44.9%
General Fund Total	\$62,549,541	\$ 65,246,775	\$ 58,920,452	\$67,730,029	\$62,702,620	\$ 66,770,616	-7.4%	6.5%

2021 General Fund Expenditures by Department

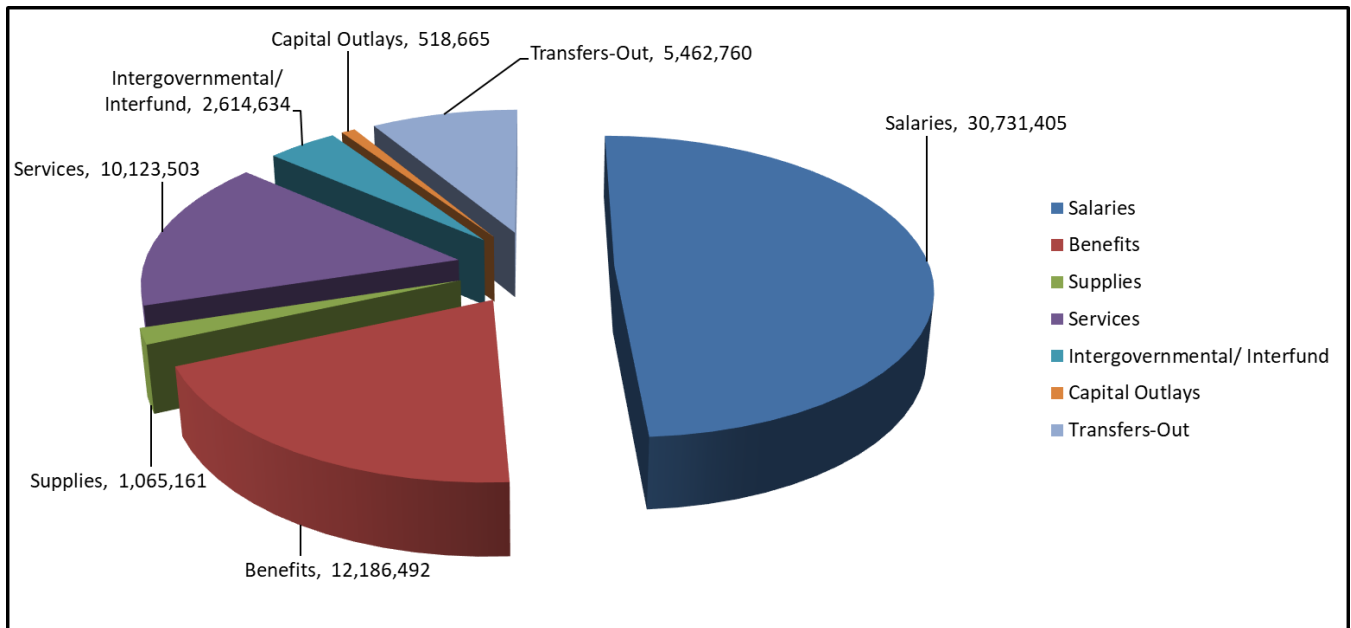
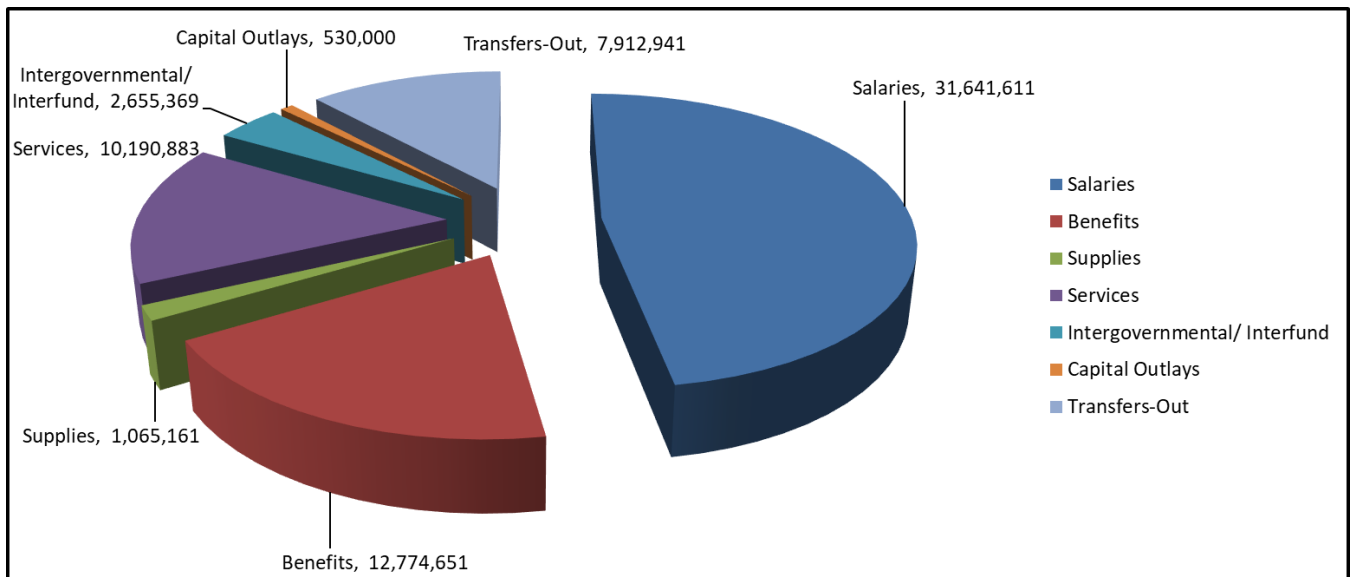


2022 General Fund Expenditures by Department

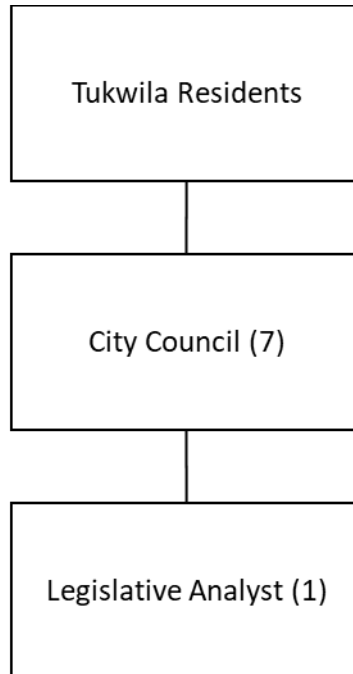


General Fund Expenditure by Type

General Fund Expenditures by Type								
	Actual			Budget			Percent change	
	2018	2019	Projected 2020	2020	2021	2022	2020-21	2021-22
Salaries	\$ 27,956,828	\$ 29,010,666	\$ 28,398,947	\$ 30,619,516	\$ 29,210,762	\$ 30,118,968	-4.6%	3.1%
Extra Labor	697,233	816,961	121,465	764,697	302,528	304,528	-60.4%	0.7%
Overtime	1,506,318	1,724,479	1,135,571	1,357,599	1,218,115	1,218,115	-10.3%	0.0%
Total Wages	30,160,379	31,552,106	29,655,983	32,741,812	30,731,405	31,641,611	-6.1%	3.0%
FICA	1,783,129	1,858,800	1,725,629	2,100,726	1,870,468	1,930,419	-11.0%	3.2%
LEOFF 2	942,174	970,203	1,098,252	913,369	899,828	920,517	-1.5%	2.3%
PERS	1,683,848	1,770,053	1,636,860	1,805,556	1,627,774	1,487,117	-9.8%	-8.6%
Industrial Insurance	637,663	774,596	843,046	934,878	875,778	876,857	-6.3%	0.1%
Med,Dntl,Disability,Life	5,478,650	5,745,037	6,023,855	6,457,336	6,904,119	7,551,216	6.9%	9.4%
Unemployment	38,356	18,273	72,960	-	-	-	0.0%	0.0%
Clothing Allowance	5,675	6,353	7,694	8,525	8,525	8,525	0.0%	0.0%
Total Benefits	10,569,495	11,143,315	11,408,296	12,220,390	12,186,492	12,774,651	-0.3%	4.8%
Office Supplies	507,835	761,687	371,043	424,837	344,771	344,771	-18.8%	0.0%
Small Tools & Minor Equip	86,790	111,793	91,259	133,569	66,450	66,450	-50.3%	0.0%
Recreation Prog Supplies	44,583	15,398	7,857	45,035	22,400	22,400	-50.3%	0.0%
Fire Supplies	137,010	137,121	104,000	151,377	201,377	201,377	33.0%	0.0%
Street Maint Supplies	165,737	414,377	114,037	155,725	96,425	96,425	-38.1%	0.0%
Other	286,497	195,998	189,224	311,138	333,738	333,738	7.3%	0.0%
Total Supplies	1,228,452	1,636,374	877,420	1,221,681	1,065,161	1,065,161	-12.8%	0.0%
Professional Services	3,627,286	3,137,012	2,980,354	3,223,965	2,795,730	2,934,772	-13.3%	5.0%
Communication	439,626	396,598	417,696	434,600	481,810	481,810	10.9%	0.0%
Travel	169,229	197,517	39,970	159,130	83,196	88,696	-47.7%	6.6%
Advertising	37,806	22,981	16,450	47,550	34,750	34,750	-26.9%	0.0%
Operating Rents & Leases	597,136	631,777	440,184	464,230	383,828	383,828	-17.3%	0.0%
Equipment Replacement	434,014	667,012	83,012	166,014	98,491	71,156	-40.7%	-27.8%
Equip Operations & Maint	1,514,881	1,379,092	914,716	1,784,020	1,678,318	1,736,782	-5.9%	3.5%
Insurance	974,066	889,957	987,519	1,047,762	1,030,329	845,161	-1.7%	-18.0%
Utilities	1,947,025	1,983,981	1,970,792	2,069,101	1,931,445	1,974,285	-6.7%	2.2%
Repairs and Maintenance	639,545	708,384	721,660	587,912	636,669	676,206	8.3%	6.2%
Miscellaneous	1,039,482	1,047,944	746,296	889,387	653,356	647,056	-26.5%	-1.0%
Claims & Judgements	567,205	142,272	228,000	320,000	250,000	250,000	-21.9%	0.0%
Credit Card Fees	46,193	57,545	60,404	43,081	60,081	60,881	39.5%	1.3%
Other	43,869	7,635	-	8,250	5,500	5,500	-33.3%	0.0%
Total Services	12,077,364	11,269,707	9,607,053	11,245,002	10,123,503	10,190,883	-10.0%	0.7%
SCORE Jail	1,579,506	1,626,355	1,100,146	1,100,146	1,087,076	1,087,076	-1.2%	0.0%
Valley Communications	1,131,133	1,158,044	1,179,997	1,219,491	1,140,716	1,169,251	-6.5%	2.5%
Animal Control	100,365	105,182	113,507	131,250	137,800	144,700	5.0%	5.0%
Other	434,782	212,216	255,184	261,117	249,042	254,342	-4.6%	2.1%
Total Intergovernmental	3,245,786	3,101,796	2,648,834	2,712,004	2,614,634	2,655,369	-3.6%	1.6%
Machinery and Equipment	80,033	109,051	30,495	270,000	518,665	530,000	92.1%	2.2%
Total Capital	80,033	109,051	30,495	270,000	518,665	530,000	92.1%	2.2%
Total Dept. Expenditures	57,361,508	58,812,348	54,228,081	60,410,889	57,239,860	58,857,675	-5.2%	2.8%
Loan to Fund 104	1,000,000	-	-	-	-	-	0.0%	0.0%
Transfers - Debt Svc Funds	3,434,966	3,661,986	3,570,421	3,637,190	3,462,760	7,212,941	-4.8%	108.3%
Transfers - Capital, Other	588,190	2,369,600	1,121,950	3,471,950	2,000,000	700,000	-42.4%	-65.0%
Transfer - Contingency	164,877	402,841	-	210,000	-	-	0.0%	0.0%
Total Expenditures	\$ 62,549,541	\$ 65,246,775	\$ 58,920,452	\$ 67,730,029	\$ 62,702,620	\$ 66,770,616	-7.4%	6.5%

2021 General Fund Expenditures by Type**2022 General Fund Expenditures by Type**

City Council



DEPARTMENT: City Council (01)**FUND:** General**FUND NUMBER:** 000**RESPONSIBLE MANAGER:** Council President

Description

The City Council is the legislative branch of the City government and is responsible for establishing policy through the passage of legislation, adoption of the biennial budget, approval of comprehensive plans and capital improvement programs, and other responsibilities as set forth by state law. Councilmembers also represent the City in regional intergovernmental affairs as well as through communications with state and federal legislators. Tukwila has a seven-member City Council, each elected at-large and serving a four-year term.

2019-2020 Accomplishments

- ◆ Participated on over 25 external and regional boards, committees, and commissions per year.
- ◆ Joined with other cities and King County in the South King Housing & Homelessness Partnership.
- ◆ Reaffirmed commitment to Tukwila as a diverse, tolerant, and inclusive community and established an annual recognition of Juneteenth.
- ◆ Responded to COVID-19 impacts through authorization of cost saving measures, interim policies, and transition to virtual meetings in accordance with State requirements.

2021-2022 Outcome Goals

- ◆ Set policies and support programs that are in alignment with the City's mission, vision, and strategic goals. **Strategic Goal 4.**
- ◆ Optimize the committee process to monitor and discuss the implementation of strategic goals, budget priorities, and work plan items. **Strategic Goal 4.**
- ◆ Foster a welcoming and inclusive environment for civic engagement. **Strategic Goal 5.**
- ◆ Maximize opportunities to engage diverse cultures within Tukwila. **Strategic Goal 5.**
- ◆ Continue to review, improve, and document Council processes and methods. **Strategic Goal 4.**

2021-2022 Indicators of Success

- ◆ City legislation, policies, and budget are adopted as appropriate and reflective of strategic goals.
- ◆ All Councilmembers regularly participate in community and City sponsored events.
- ◆ Effective participation on external and regional boards, committees, and commissions.
- ◆ Council meetings are efficient, effective, and reflect responsiveness to the community.

Program Change Discussion

The Council's budget adjustments are primarily in the areas of Professional Services & travel. The Council's PMQA consultant scope of work is reducing due to the Public Safety Plan construction progress. Cuts to travel are also proposed due to an expectation that trainings and conferences will be impacted by COVID-19 next year.

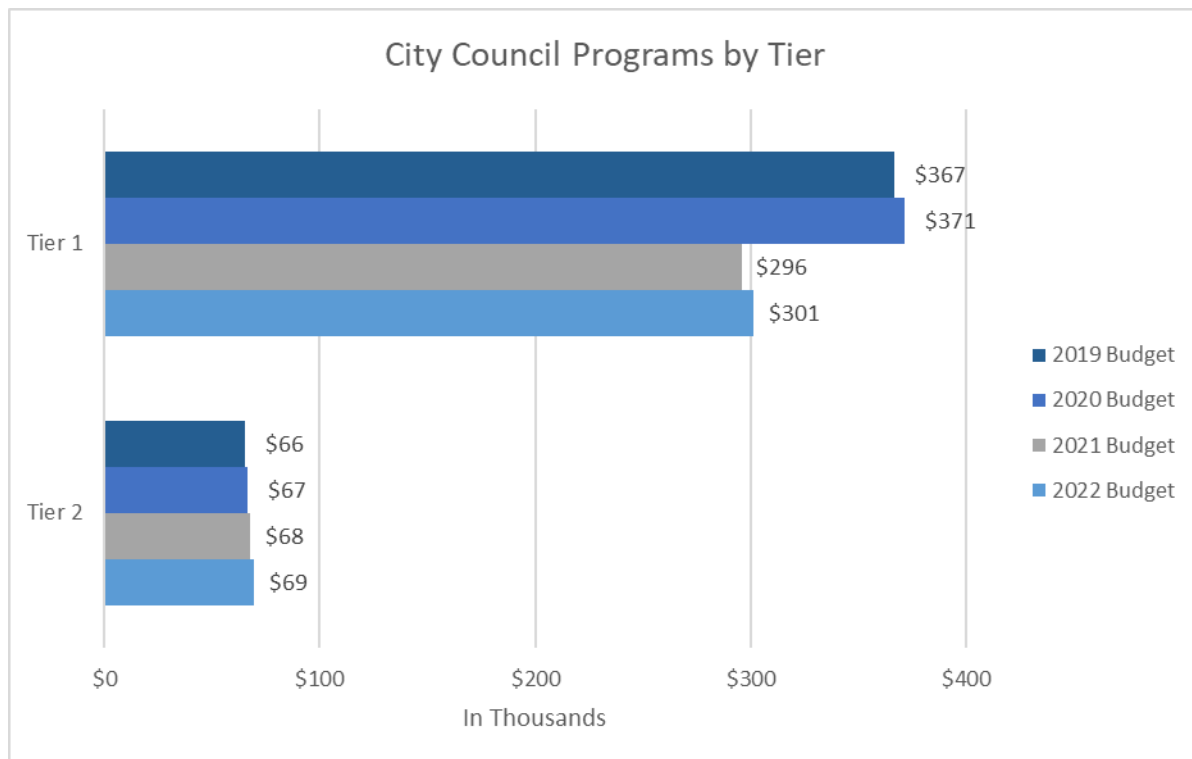
Department Detail

Staffing and Expenditure by Program

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Legislative Oversight	2.45	198,485	45.3%	2.45	129,902	35.7%	132,131	35.7%
Governmental Affairs and Appointments	1.95	92,579	21.1%	1.95	84,013	23.1%	85,586	23.1%
Budget Oversight	2.00	80,256	18.3%	2.00	81,780	22.5%	83,508	22.5%
Community Engagement and Events	1.60	66,705	15.2%	1.60	67,924	18.7%	69,306	18.7%
PROGRAM TOTALS	8.00	438,025	100%	8.0	363,618	100%	370,531	100%

Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Council fall into the top two tiers with 81% of the budget allocated to the top tier.



Program Descriptions

- ◆ Legislative Oversight: Study information and attend meetings to provide policy direction for City services.
- ◆ Governmental Affairs and Appointments: Liaise with other government entities. Includes travel and registrations to regional, state, and national boards.
- ◆ Budget Oversight: Study information and attend meetings to provide budget authority and fiscal policy direction for City services.
- ◆ Community Engagement and Events: Constituent relations, participation in local groups, and facilitation of special events.

Expenditure Summary

<i>City Council</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 205,968	\$ 210,885	\$ 206,280	\$ 212,760	\$ 213,562	\$ 215,715	0.38%	1.01%
Personnel Benefits	90,505	95,228	103,592	100,512	105,056	109,816	4.52%	4.53%
Supplies	1,863	2,629	1,353	3,500	2,000	2,000	-42.86%	0.00%
Services	75,784	73,161	25,400	123,000	43,000	43,000	-65.04%	0.00%
Department Total	\$ 374,120	\$ 381,903	\$ 336,625	\$ 439,772	\$ 363,618	\$ 370,531	-17.32%	1.90%

Salary and Benefit Details

<i>City Council</i>							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Councilmembers	7	7	\$ 105,000	\$ 58,281	7	\$ 105,000	\$ 62,099
Legislative Analyst	1	1	108,562	46,775	1	110,715	47,717
Department Total	8	8	\$ 213,562	\$ 105,056	8	\$ 215,715	\$ 109,816

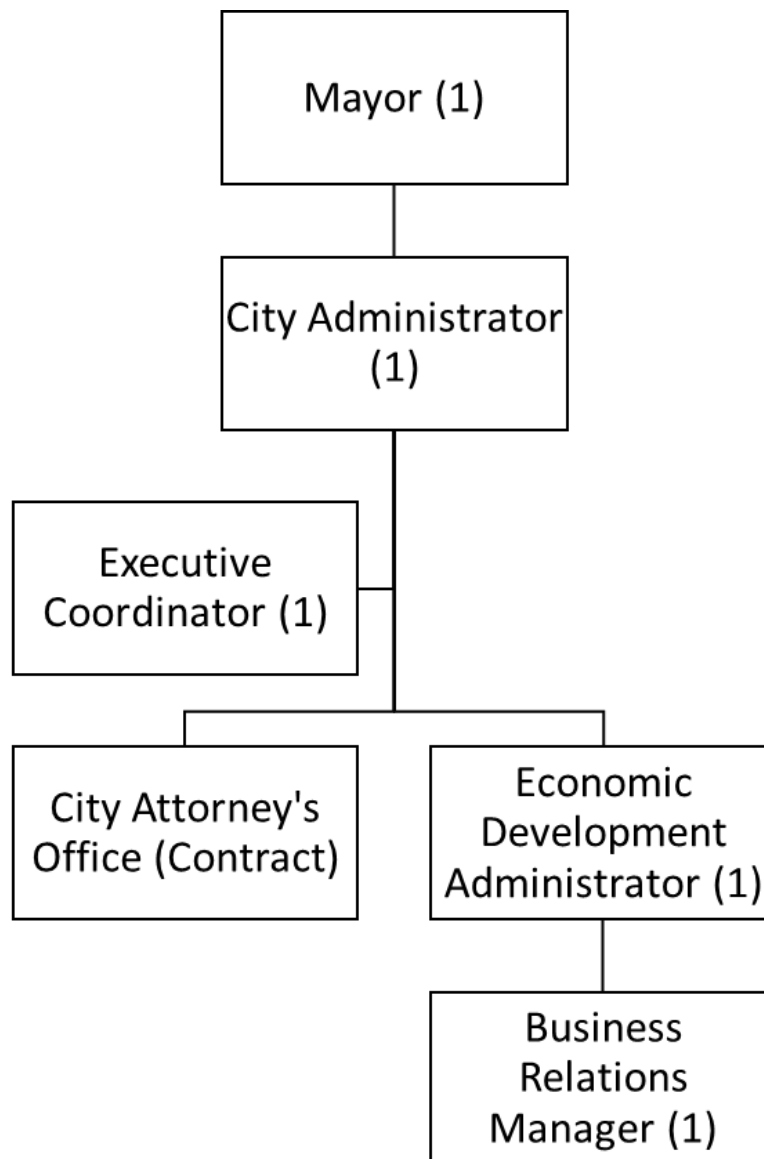
General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.01.511.600.11.00	SALARIES	205,968	210,885	206,280	212,760	213,562	215,715
000.01.511.600.21.00	FICA	16,186	16,599	16,299	17,024	16,337	16,502
000.01.511.600.23.00	PERS	12,867	13,601	13,100	13,686	12,604	11,348
000.01.511.600.24.00	INDUSTRIAL INSURANCE	2,337	2,411	2,660	2,966	2,706	2,706
000.01.511.600.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	13	313	306	-	316	319
000.01.511.600.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	812	847	12,619	894	878	949
000.01.511.600.25.97	SELF-INSURED MEDICAL & DENTAL	58,290	61,457	58,608	65,942	72,215	77,992
000.01.511.600.31.00	OFFICE & OPERATING SUPPLIES	1,280	1,660	1,200	2,000	2,000	2,000
000.01.511.600.31.43	OFFICE & OPERATING SUPPLIES-MEETING N	584	968	153	1,000	-	-
000.01.511.600.31.44	OFFICE & OPER SUPPLIES-TRAINING SPLY	-	-	-	500	-	-
000.01.511.600.41.00	PROFESSIONAL SERVICES	38,707	29,893	12,000	76,500	16,500	16,500
000.01.511.600.42.00	COMMUNICATION	4,482	4,113	4,500	6,000	6,000	6,000
000.01.511.600.43.00	TRAVEL	26,950	29,758	8,000	30,000	15,000	15,000
000.01.511.600.49.00	MISCELLANEOUS	-	-	-	500	500	500
000.01.511.600.49.44	MISC-TRAINING REGISTRATION	5,645	9,397	900	10,000	5,000	5,000
Totals		374,120	381,903	336,625	439,772	363,618	370,531



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Mayor's Office

DEPARTMENT: Mayor (03)**FUND:** General**RESPONSIBLE MANAGER:** Allan Ekberg**FUND NUMBER:** 000**POSITION:** Mayor

Description

The Mayor is the Chief Executive and Administrative Officer of the City, in charge of all departments and employees as set forth by RCW 35A.12.100. The Mayor has general supervision of the administration of all City government and all City interests. It is the Mayor's responsibility to prepare and submit to the City Council a proposed budget and to serve as the official and ceremonial head of the City. The Mayor is assisted with his duties by the City Administrator. The Mayor's Office encompasses Administration, the City Attorney's Office, and Economic Development.

2019-2020 Accomplishments of Outcome Goals

- ◆ Completed sale of final phase of Tukwila Village. Building A and Spice Bridge food hall opened. Continued formation of Tukwila Village Community Development Association.
Strategic Goals 1, 3 & 5
- ◆ Sale of land to HealthPoint to develop a health and wellness facility providing primary medical care, dental care, behavioral health, and other community services has been deferred due to COVID-19 and buyer readiness. Terms for the sale of the property have been prepared for Council approval. **Strategic Goal 2**
- ◆ Provided analysis of economic development benefits of parking on Tukwila International Boulevard. **Strategic Goals 1, 3 & 5**
- ◆ Coordinated approval of lodging tax funds for Tukwila Pond Park planning. Expanded branding and marketing through Experience Tukwila, SavingLocalKC.com, and sponsoring events such as Rave Green Run. **Strategic Goals 1, 3 & 5**

2019-2020 Other Accomplishments

- ◆ Successfully navigated the City's response to the COVID-19 pandemic including the Emergency Operations Center, City financial adjustments, and resident needs. Provided information and other resources to help small businesses survive the pandemic. **Strategic Goals 1, 2, 3, 4 & 5**
- ◆ Completion of the new Fire Station 51 and the Tukwila Justice Center as part of the City's Public Safety Plan. **Strategic Goals 1 & 5**
- ◆ Created four federally recognized Opportunity Zones as a financial incentive to encourage development along Tukwila International Boulevard and surrounding neighborhoods. **Strategic Goals 1, 3 & 5**

2021-2022 Outcome Goals

- ◆ Advance City Strategic Goals and priorities through implementation of the 2021-22 Adopted Budget and Capital Improvement Plan. **Strategic Goals 1, 2, 3, 4 & 5**
- ◆ Continue learning and leading efforts to increase equity and social justice. **Strategic Goals 2, 4 & 5**
- ◆ Continue adapting and leading the City's economic recovery from the COVID-19 pandemic. **Strategic Goals 3 & 5**
- ◆ Sell properties, such as the former Newporter motel parcel, Longacres parcel, and Travelers Choice parcel, in a way that maximizes land price and catalyzes additional development. **Strategic Goals 1, 3 & 5**
- ◆ Increase branding, marketing, and destination development to foster a Tukwila identity and experience that increases tourism, attracts development, and increases community enjoyment. **Strategic Goals 3 & 5**

2021-2022 Indicators of Success

- ◆ Continued implementation of Strategic Plan goals including increased partnerships between the City, businesses, non-profits, and regional organizations, as well as enhanced leadership by staff ensuring that City policies and practices reflect Tukwila's diverse community. **Strategic Goals 2, 4 & 5**
- ◆ Equity and social justice is recognized and felt throughout the City organization. **Strategic Goals 2, 4 & 5**
- ◆ The City's economy improves as reflected by development, tax revenue, and employment. **Strategic Goal 3**
- ◆ City properties are sold and marketed to advance the City's surrounding development. **Strategic Goals 1, 3 & 5**
- ◆ Tukwila's branding, marketing, and destination experiences increase. **Strategic Goals 3 & 5**

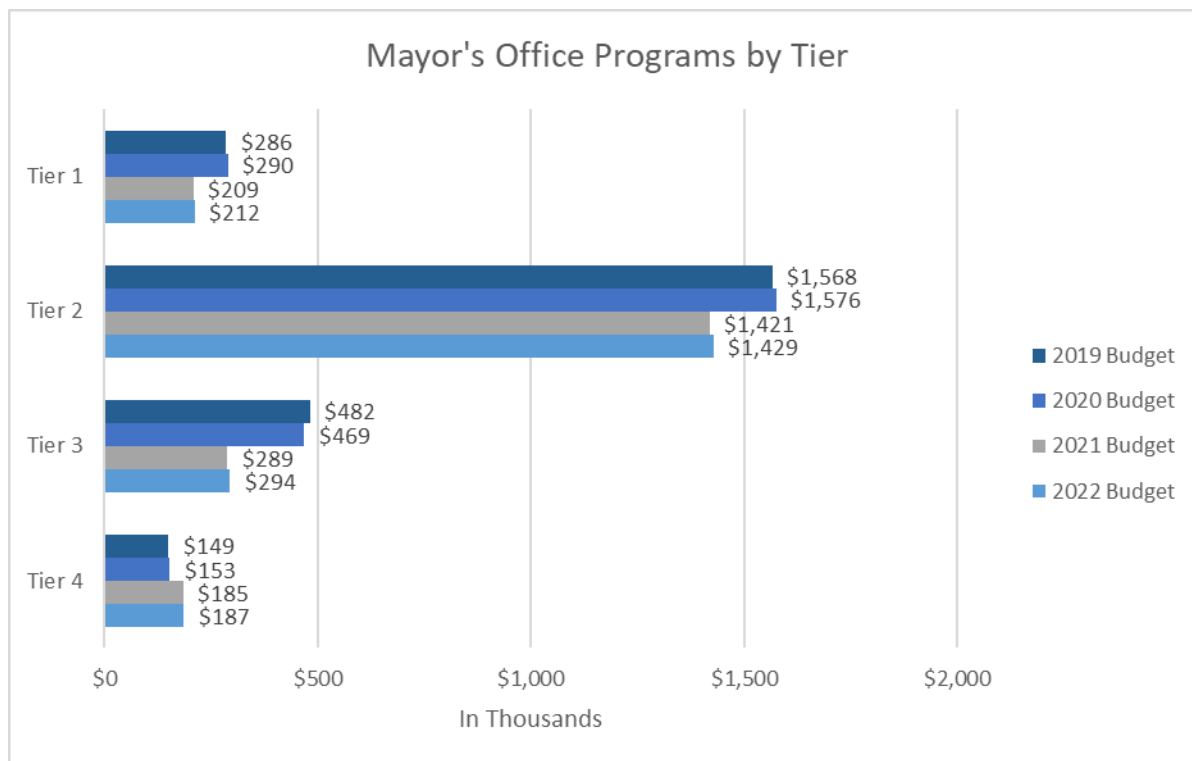
Department Detail

Staffing and Expenditure by Program

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Public Defense Program	0.20	481,193	19.3%	0.15	389,195	18.5%	390,004	18.4%
Attorney Services	-	406,230	16.3%	0.02	399,969	19.0%	400,077	18.9%
Prosecution Services	-	166,000	6.7%	0.02	153,969	7.3%	154,077	7.3%
Special Matters Services	-	128,500	5.2%	-	90,500	4.3%	90,500	4.3%
Strategic Planning and Policy Implementation	0.30	113,229	4.6%	0.40	106,682	5.1%	108,406	5.1%
Community Representation	0.25	105,984	4.3%	0.25	102,186	4.9%	103,397	4.9%
Intergovernmental Relations	0.35	100,449	4.0%	0.40	103,701	4.9%	105,319	5.0%
Legislative Affairs Oversight	-	93,333	3.8%	-	34,666	1.6%	34,666	1.6%
Commute Trip Reduction/Green Initiatives	-	91,000	3.7%	-	-	0.0%	-	0.0%
Council Legislative Support	0.30	69,727	2.8%	0.30	67,798	3.2%	68,975	3.3%
City Property Development and Management	0.33	61,738	2.5%	0.45	106,073	5.0%	107,136	5.0%
Meeting Coordination, Scheduling, and Facilitation	0.30	59,068	2.4%	0.30	58,375	2.8%	59,963	2.8%
Boards, Commissions and Committees	0.10	54,942	2.2%	0.10	14,800	0.7%	15,339	0.7%
Internal Communications	0.25	48,812	2.0%	0.25	49,495	2.4%	50,523	2.4%
Personnel	0.20	41,815	1.7%	0.20	42,197	2.0%	42,956	2.0%
Conferences/Training	0.10	37,957	1.5%	0.10	25,650	1.2%	26,221	1.2%
Public Safety Plan	0.23	37,078	1.5%	-	-	0.0%	-	0.0%
Organizational Development and Training	0.15	37,733	1.5%	0.15	66,810	3.2%	67,590	3.2%
City Policy Development	0.18	32,744	1.3%	0.15	27,428	1.3%	27,782	1.3%
Regional Partnerships and Relationships	0.08	32,679	1.3%	0.10	30,472	1.4%	30,708	1.4%
Administration Essential Services	-	8,441	0.3%	-	2,951	0.1%	2,853	0.1%
Employee Recognition Program	0.10	28,994	1.2%	0.03	7,379	0.4%	7,540	0.4%
Emerging Issues & Opportunities	0.05	22,591	0.9%	0.15	35,304	1.7%	35,659	1.7%
Budgeting/Purchasing	0.10	21,723	0.9%	0.10	17,710	0.8%	18,249	0.9%
Accounts Payable	0.10	19,329	0.8%	0.05	7,298	0.3%	7,567	0.4%
Business & Development Attraction and Retention	0.08	18,822	0.8%	0.25	47,726	2.3%	48,316	2.3%
Destination Development	0.05	18,216	0.7%	-	-	0.0%	-	0.0%
Economic Development Administration	0.05	17,626	0.7%	-	-	0.0%	-	0.0%
City Scholarship	0.05	17,120	0.7%	0.05	17,359	0.8%	17,629	0.8%
Tukwila International Blvd Revitalization	0.07	14,584	0.6%	-	984	0.0%	984	0.0%
Resident Inquiries and Assistance	0.10	14,199	0.6%	0.10	14,698	0.7%	15,237	0.7%
Business Relationships and Satisfaction	0.08	13,414	0.5%	0.20	35,308	1.7%	35,780	1.7%
Citywide Strategic Goals	0.08	13,414	0.5%	-	-	0.0%	-	0.0%
Special Presentations	0.05	11,411	0.5%	0.05	11,005	0.5%	11,366	0.5%
Special Event Coordination	0.05	10,817	0.4%	0.03	4,789	0.2%	4,950	0.2%
Professional Services	-	10,000	0.4%	-	1,000	0.0%	1,000	0.0%
Administration	0.03	8,342	0.3%	0.10	23,250	1.1%	23,637	1.1%
Records Retention, Management, Archiving, & Destruction	0.05	7,202	0.3%	0.05	7,400	0.4%	7,670	0.4%
Lodging Tax Applications Oversight & Support	0.03	3,750	0.2%	-	-	0.0%	-	0.0%
Marketing & Sales to Overnight Tourists	0.03	3,750	0.2%	-	-	0.0%	-	0.0%
Marketing & Sales to Day Tourists	0.03	3,750	0.2%	-	-	0.0%	-	0.0%
	4.50	2,487,706	100%	4.50	2,104,126	100%	2,122,076	100%

Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by the Mayor's Office fall into all four tiers with 78% of the budget allocated to the Tiers 1 and 2.



Program Descriptions

Public Defense Program: Oversight of the Public Defense Program, processing invoices, reports, complaints. Prepares annual program report. Applies for grant funds to support the program. Oversight of Office of Public Defense Grant funds. Prepares reports as required.

Attorney Services: Contracted City Attorney services.

Prosecution Services: Contracted Prosecuting Attorney services.

Special Matters Services: Legal representation for matters not covered under Attorney Services.

Strategic Planning and Policy Implementation: Provide strategic direction, set goals, and evaluate policy choices to best serve the city; establish priorities, create workplans, monitor progress, evaluate, and assess next steps.

Community Representation: Participation in a variety of community groups for the purposes of providing leadership; offering the city perspective; strengthening community ties; and fostering good relationships with Tukwila School District, Rotary, Chamber of Commerce.

Intergovernmental Relations: Participation in a variety of organizations for the purposes of maintaining good relations and open communication with other organizations providing leadership and perspective on shared concerns and issues. Liaise with other governmental entities. Publicly support and recommend legislation that is deemed beneficial to the community.

Regional:	Sound Cities Association, King County City Managers/Administrators, Highline Forum
State:	Association of Washington Cities
Federal:	National League of Cities, International City/County Management Association, US Conference of Mayors

Legislative Affairs Oversight: Monitors contracts with federal and state lobbyists that assist the City in lobbying for legislative matters relevant to the City.

Council Legislative Support: Oversees and coordinates with city staff in preparation for City Council meetings; Provide information to Council for their deliberation. Support and implement Council policy decisions. Also collects and monitors agenda items for Committee and Council meetings.

City Property Development and Management: Coordinating development and managing specific city owned properties including the following:

- HealthPoint Health and Wellness Center
- Newporter site
- Tukwila Village

Meeting Coordination, Scheduling, and Facilitation: Organizes and conducts meetings for city staff as needed. Admin Team, bi-weekly meetings, retreats, cross-departmental teams.

Boards, Commissions and Committees: Provides support to City Boards and Commissions by assisting with appointments and monitoring terms of appointment and training requirements. Receive applications and compiles memo for Mayor, schedule interviews, as requested, maintains a roster with all appointees and expiration dates, send memos for approved appointment for city council agenda, issue press releases, send thank you, regrets and/or congratulations letters to residents.

Internal Communications: Share the vision for the city administration, pertinent news, and other information. Assist other departments in the strategy, organization, coordination and implementation of inter-departmental city activities and programs. Make recommendations effecting change in programs, policy, and established practices for communications. Conduct internal surveys to assess engagement and receive feedback.

Personnel: Appointment of Department Directors/staff members as outlined in the municipal code; advise Human Resources on personnel issues; review grievances per union contracts.

Conferences/Training: Represent the City at Conferences and receive training to stay current with the latest developments, skills, and new technologies available. Handle registration and travel arrangements (flight, hotel, transportation, meals, registration, etc.) for Mayor, City Administrator, and Government Relations Manager and Executive Assistant.

Public Safety Plan: Work on the public safety plan such as providing assistance to affected businesses.

Organizational Development and Training: Offer training opportunities intended to expand the knowledge and effectiveness of staff to accomplish city goals.

City Policy Development: General City policy work. Includes reviewing policy changes proposed by other departments, participating on policy development teams, and recommending policy changes.

Regional Partnerships: Participation in regional partnerships. Various boards and commissions the City serves on related to tourism.

Administration Essential Services: Preparation of correspondence, memos, presentations. Oversight of scheduling for Mayor and City Administrator.

Employee Recognition Program: Oversight of the Employee Recognition Program including Annual Employee Awards, Longevity Awards, and quarterly recognition events.

Emerging Issues & Opportunities: Work not previously identified in the work plan.

Budgeting/Purchasing: Budget preparation, oversight, supply and inventory maintenance, processing of invoices.

Accounts Payable: Processing and payment of vendor invoices.

Business & Development Attraction and Retention: Attracting businesses and developments to Tukwila. This includes staff time communicating with prospects and businesses considering moving or expanding, marketing materials, and related work.

Destination Development: Related to investments in the area to support tourism

Economic Development Administration: General administrative work.

City Scholarship: Oversight of the City Scholarship program for high school seniors. Advertises scholarship, coordinates with local schools, receives and reviews applications, schedules interviews as needed, administrative support to City Scholarship Committee, arranges for presentation of recommendations to City Council, coordinates with recipients to appear before City Council, prepares award letters, certificates and arranges for disbursement of funds to schools.

Tukwila International Blvd Revitalization: Work assisting the revitalization of Tukwila International Boulevard

Resident Inquiries and Assistance: Acts as the executive level of contact for resident inquiries and complaints. Directs and answers questions as needed including coordinate responses between departments. See Click Fix - respond to issues as assigned

Business Relationships and Satisfaction: Building and maintain relationships with businesses and includes attendance at business networking events, providing general assistance to businesses, and helping businesses resolve issues related to the City.

Citywide Strategic Goals: Staff time working on general citywide strategic goals

Special Presentations: Prepares and executes presentations to convey city progress.

Special Event Coordination: (Groundbreakings/Ribbon Cuttings, etc.) Attend meetings, assist with all aspects of planning, organization, sponsorship, and promotion of events. Assist with set up and take down of events, send emails and/or letter invitations or informational items, compile all necessary resources (reading material, presenters, location, food, etc.), any necessary purchases, coordinate with other agencies/businesses, get promotional materials designed and made.

Professional Services: Courier services, court filing fees, investigations, temporary assistance.

Administration: General administrative costs.

Records Retention, Management, Archiving, & Destruction: Retains, manages, archives, and disposes of records. Provides upkeep and organizes ongoing electronic files for ease of use.

Lodging Tax Applications Oversight & Support: Administration oversight of third-party funding requests

Marketing & Sales to Overnight Tourists: Funding third parties and city activities involved in marketing for overnight guests.

Marketing & Sales to Day Tourists: Funding of third parties and city activities involving day visitors.

Program Change Discussion:

The Mayor's department reduced budget by more than 17% in 2021 (net of 19% with increased revenues) from the adopted 2020 budget, which was achieved by the elimination of the SeeClickFix contract, the Commute Trip Reduction incentives including ORCA cards, and the Employee Recognition Program. It would also include the reduction of the Summit Strategies contract and the contract for Public Defense Services. Registrations and travel will be reduced by more than 80 percent. The impacts to Economic Development would be a reduction in research, training, business attraction, and influence in regional economic development organizations such as Soundside Alliance and Greater Seattle Partners and an increase in revenues from a contract for City services.

The impacts to the City Attorney's budget reflect a 10 percent reduction overall, which will maintain the contract for City Attorney Services at 28 hours per week, reduce Special Matters by 30 percent and reduce the contract for Prosecution Services. The City Attorney's Office will continue to focus on ensuring compliance with applicable local, state, and federal laws and will collaborate with the City's risk pool to follow best practices for internal and external policy development.

The Economic Development Division will be generating revenue in 2021 and 2022 through a contract for city services which will result in a reduction of net expenditures for salaries & wages and personnel benefits shown above by \$39,401 in 2021 and \$39,989 in 2022. The net percent change in expenditures will be a decrease of 19.15% in 2021 and an increase of 1.14% in 2022.

The net reductions in Economic Development will result in the net percent change in expenditures for the Mayor's Office of 19.6% in 2021 and an increase of 1.23% in 2022.

The City Clerk division has been transferred to Administrative Services in 2020.

In addition to the budget reductions, all boards and commissions were moved to the departments that are providing staff support. The changes are as follows:

- ◆ Planning Commission is now included with Community Development
- ◆ Equity and Social Justice Commission is now included in Administrative Services
- ◆ Arts Commission is now included with Recreation
- ◆ Parks Commission is now included with Parks

- ◆ Library Advisory Board is now included with Recreation

Expenditure Summary

<i>Mayor</i>								
Expenditures By Division	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Administration	\$ 1,602,088	\$ 1,366,190	\$ 1,243,574	\$ 1,441,199	\$ 1,159,743	\$ 1,174,153	-19.53%	1.24%
Economic Development	392,483	334,749	297,063	319,606	304,783	308,323	-4.64%	1.16%
Attorney (Contracted)	982,922	654,866	640,650	710,730	639,600	639,600	-10.01%	0.00%
Department Total	\$ 2,977,493	\$ 2,355,805	\$ 2,181,287	\$ 2,471,535	\$ 2,104,126	\$ 2,122,076	-14.87%	0.85%

<i>Mayor</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 644,870	\$ 622,657	\$ 584,914	\$ 620,323	\$ 623,731	\$ 637,955	0.55%	2.28%
Personnel Benefits	224,569	212,121	202,551	223,958	224,499	226,731	0.24%	0.99%
Supplies	15,572	19,212	6,051	20,000	6,000	6,000	-70.00%	0.00%
Services	1,922,415	1,501,814	1,387,771	1,607,254	1,249,896	1,251,390	-22.23%	0.12%
Intergovt. Svcs & Taxes	170,066	-	-	-	-	-	0.00%	0.00%
Capital Outlays	-	-	-	-	-	-	0.00%	0.00%
Department Total	\$ 2,977,493	\$ 2,355,805	\$ 2,181,287	\$ 2,471,535	\$ 2,104,126	\$ 2,122,076	-14.87%	0.85%

Salaries and Benefits Detail

<i>Mayor</i>							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Mayor	1	1	\$ 114,767	\$ 51,195	1	\$ 117,045	\$ 52,332
City Administrator	1	1	189,012	66,996	1	192,696	67,489
Executive Assistant	1	1	100,787	45,165	1	104,805	46,541
Economic Development Admin	1	1	154,491	40,991	1	157,550	40,293
Business Relations Manager	0.5	0.5	59,674	19,127	0.5	60,859	19,119
Extra Labor			5,000	1,025		5,000	957
Department Total	4.5	4.5	\$ 623,731	\$ 224,499	4.5	\$ 637,955	\$ 226,731

Expenditure Detail - Supplies, Services, and Other

Supplies include small tools and equipment. Services include travel, equipment replacement and O&M charges, insurance subscriptions and memberships, among others.

Mayor						
Account Name	Actual			Budget		
	2018	2019	Projected 2020	2020	2021	2022
Salaries	\$ 627,207	\$ 595,597	\$ 580,984	\$ 607,323	\$ 618,731	\$ 632,955
Extra Labor	17,664	27,060	3,930	13,000	5,000	5,000
FICA	47,071	43,779	34,813	42,665	47,716	48,803
Pension	78,770	76,332	74,256	76,669	72,416	65,390
Industrial Insurance	2,095	3,399	2,667	1,962	2,499	2,520
Healthcare	96,632	88,611	90,815	102,662	101,868	110,018
Total Salaries & Benefits	869,439	834,779	787,465	844,281	848,230	864,686
Supplies	15,572	19,212	6,051	20,000	6,000	6,000
Total Supplies	15,572	19,212	6,051	20,000	6,000	6,000
Professional services	1,656,084	1,264,154	1,191,450	1,324,230	1,114,200	1,114,200
Communication	744	349	400	-	-	-
Travel	21,137	18,988	6,808	24,000	3,500	3,500
Advertising	56	836	777	2,000	-	-
Operating leases	17,461	27,516	16,082	27,374	25,896	27,390
Repair and maintenance	-	-	-	4,650	-	-
Miscellaneous	226,932	185,875	146,554	200,000	82,300	82,300
Total Services	1,922,415	1,497,717	1,362,071	1,582,254	1,225,896	1,227,390
Intergovernmental	170,066	4,097	5,700	5,000	4,000	4,000
Excise Taxes	-	-	20,000	20,000	20,000	20,000
Total Other	170,066	4,097	25,700	25,000	24,000	24,000
Total Mayor	\$ 2,977,492	\$ 2,355,805	\$ 2,181,287	\$ 2,471,535	\$ 2,104,126	\$ 2,122,076

DEPARTMENT: Mayor's Office (03)
FUND: General
RESPONSIBLE MANAGER: Allan Ekberg

DIVISION: Administration
FUND NUMBER: 000
POSITION: Mayor

Description

The Mayor is the Chief Executive and Administrative Officer of the City, in charge of all departments and employees as set forth by RCW 35A.12.100. The Mayor has general supervision of the administration of all City government and all City interests. It is the Mayor's responsibility to prepare and submit to the City Council a proposed budget and to serve as the official and ceremonial head of the City. The Mayor is assisted with his duties by the City Administrator. The Mayor's Office encompasses Administration, the City Attorney's Office, and Economic Development.

Expenditure Summary

<i>Mayor - Administration</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 373,917	\$ 390,724	\$ 380,196	\$ 402,401	\$ 409,566	\$ 419,546	1.78%	2.44%
Personnel Benefits	150,741	151,102	148,706	164,274	164,381	167,317	0.07%	1.79%
Supplies	10,956	17,790	4,951	15,000	5,000	5,000	-66.67%	0.00%
Services	896,407	806,574	709,721	859,524	580,796	582,290	-32.43%	0.26%
Intergovt. Services & Taxes	170,066	-	-	-	-	-	0.00%	0.00%
Expenditure Total	\$1,602,088	\$1,366,190	\$1,243,574	\$1,441,199	\$1,159,743	\$1,174,153	-19.53%	1.24%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.03.512.500.41.00	PUBLIC DEFENSE	468,381	449,517	405,000	453,000	367,200	367,200
000.03.513.100.11.00	SALARIES	371,916	387,124	380,196	397,401	404,566	414,546
000.03.513.100.12.00	EXTRA LABOR	2,001	3,600	-	5,000	5,000	5,000
000.03.513.100.21.00	FICA	27,779	27,316	19,495	27,341	31,332	32,095
000.03.513.100.23.00	PERS	46,484	49,264	48,500	50,013	47,551	43,003
000.03.513.100.24.00	INDUSTRIAL INSURANCE	877	931	1,041	1,225	1,069	1,069
000.03.513.100.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	24	503	562	-	606	621
000.03.513.100.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	27,576	24,670	26,822	31,296	3,208	3,465
000.03.513.100.25.97	SELF-INSURED MEDICAL & DENTAL	48,001	48,418	52,286	54,399	80,615	87,064
000.03.513.100.31.00	OFFICE & OPERATING SUPPLIES	7,174	12,913	3,000	10,000	5,000	5,000
000.03.513.100.31.43	OFFICE & OPERATING SUPPLIES-MEETING	3,783	4,877	1,951	5,000	-	-
000.03.513.100.41.01	PROFESSIONAL SERVICES	-	242	-	-	-	-
000.03.513.100.41.02	PROFESSIONAL SERVICES MISC.	178,804	126,779	120,000	140,000	51,000	51,000
000.03.513.100.41.04	CITY OF TUKWILA SCHOLARSHIP	7,500	10,000	11,000	10,000	10,000	10,000
000.03.513.100.41.09	PROF SVCS - EQUITY	-	-	-	-	30,000	30,000
000.03.513.100.42.00	COMMUNICATION	744	349	400	-	-	-
000.03.513.100.43.00	TRAVEL	19,748	17,598	5,808	20,000	2,500	2,500
000.03.513.100.44.00	ADVERTISING	-	-	277	-	-	-
000.03.513.100.45.00	OPERATING RENTALS AND LEASES	2,124	5,448	2,644	2,600	2,600	2,600
000.03.513.100.45.94	EQUIPMENT RENTAL - REPLACEMENT	591	1,827	296	591	351	253
000.03.513.100.45.95	EQUIPMENT RENTAL - O & M	12,919	18,166	11,042	22,083	20,845	22,437
000.03.513.100.48.00	REPAIRS AND MAINTENANCE	-	-	-	3,250	-	-
000.03.513.100.49.00	MISCELLANEOUS	4,824	6,505	161	5,500	-	-
000.03.513.100.49.01	MEMBERSHIPS,DUES,SUBSCRIPTIONS	63,844	68,268	68,000	67,000	68,500	68,500
000.03.513.100.49.03	EMPLOYEE APPRECIATION	25,717	25,403	6,000	15,000	3,000	3,000
000.03.513.100.49.05	REGISTRATIONS	4,369	4,207	3,392	4,500	800	800
000.03.513.100.49.10	MISC-TAXES & ASSESS-EXCISE TAX	-	(24,017)	20,000	20,000	20,000	20,000
000.03.513.100.49.53	HEARING EXAMINER FEES	-	4	1	-	-	-
000.03.513.100.49.56	GREEN INITIATIVES	106,842	92,184	50,000	91,000	-	-
000.03.513.100.53.00	EXT TAXES & OPERATING ASSMNTS	163,507	-	-	-	-	-
000.03.573.900.41.51	PROF SVCS-LIQUOR PROFITS (INT GOVT)	-	4,097	5,700	5,000	4,000	4,000
000.03.573.900.51.00	INTERGVRNMTL PROFESSIONAL SVCS	6,559	-	-	-	-	-
Totals		1,602,088	1,366,190	1,243,574	1,441,199	1,159,743	1,174,153

DEPARTMENT: Mayor (03)
FUND: General
RESPONSIBLE MANAGER: Derek Speck

DIVISION: Economic Development
FUND NUMBER: 000
POSITION: Econ. Dev. Administrator

Description

The Economic Development division of the Mayor's Office leads the City's business retention attraction and marketing efforts, facilitates commercial real estate development, and serves as a general liaison to the business community. The Division manages real estate related projects, urban renewal, tourism, and marketing.

Expenditure Summary

<i>Mayor - Economic Development</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 266,331	\$ 231,934	\$ 204,718	\$ 217,922	\$ 214,165	\$ 218,409	-1.72%	1.98%
Personnel Benefits	73,415	61,014	53,845	59,684	60,118	59,414	0.73%	-1.17%
Supplies	1,043	1,152	1,000	1,000	500	500	-50.00%	0.00%
Services	51,694	40,649	37,500	41,000	30,000	30,000	-26.83%	0.00%
Expenditure Total	\$ 392,483	\$ 334,749	\$ 297,063	\$ 319,606	\$ 304,783	\$ 308,323	-4.64%	1.16%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.03.552.100.24.00	INDUSTRIAL INSURANCE	(12)	4	-	-	-	-
000.03.558.700.11.00	SALARIES	255,291	208,474	200,788	209,922	214,165	218,409
000.03.558.700.12.00	EXTRA LABOR	11,040	23,460	3,930	8,000	-	-
000.03.558.700.21.00	FICA	18,939	16,463	15,318	15,324	16,384	16,708
000.03.558.700.23.00	PERS	32,286	27,069	25,756	26,656	24,865	22,387
000.03.558.700.24.00	INDUSTRIAL INSURANCE	1,131	1,638	760	737	507	507
000.03.558.700.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	17	318	304	-	317	323
000.03.558.700.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	12,059	6,984	7,484	7,277	1,732	1,870
000.03.558.700.25.97	MEDICAL, DENTAL, LIFE, OPTICAL	8,996	8,539	4,223	9,690	16,313	17,619
000.03.558.700.31.00	OFFICE & OPERATING SUPPLIES	1,043	1,152	1,000	1,000	500	500
000.03.558.700.41.00	PROFESSIONAL SERVICES	28,928	25,100	17,000	19,000	19,000	19,000
000.03.558.700.43.00	TRAVEL	1,389	1,390	1,000	4,000	1,000	1,000
000.03.558.700.44.00	ADVERTISING	56	836	500	2,000	-	-
000.03.558.700.49.00	MISCELLANEOUS	21,321	13,323	19,000	16,000	10,000	10,000
Totals		392,483	334,749	297,063	319,606	304,783	308,323

Note: The Economic Development Division will be generating revenue in 2021 and 2022 through a contract for city services which will result in a reduction of net expenditures for salaries & wages and personnel benefits shown above by \$39,401 in 2021 and \$39,989 in 2022. The net percent change in expenditures will be a decrease of 19.15% in 2021 and an increase of 1.14% in 2022.

DEPARTMENT: Mayor (03)
FUND: General
RESPONSIBLE MANAGER: Kari Sands

DIVISION: Attorney
FUND NUMBER: 000
POSITION: Contract City Attorney

Description

The mission and primary function of the City Attorney's Office is to provide legal advice and counsel to the City Administration and City Council, to prosecute persons cited into Tukwila Municipal Court, to defend the City against claims and litigation, and to approve legislative documents and contracts as to legal form.

Expenditure Summary

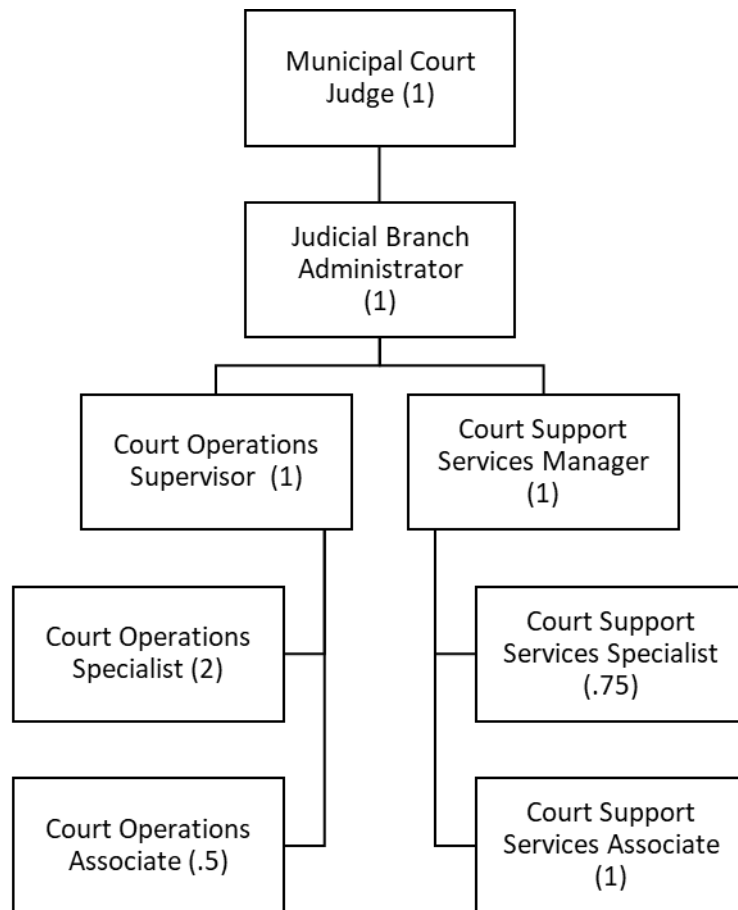
<i>Mayor - Attorney (Contracted)</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 4,623	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Personnel Benefits	413	5	-	-	-	-	-	-
Supplies	3,573	269	100	4,000	500	500	-87.50%	0.00%
Services	974,314	654,592	640,550	706,730	639,100	639,100	-9.57%	0.00%
Expenditure Total	\$ 982,922	\$ 654,866	\$ 640,650	\$ 710,730	\$ 639,600	\$ 639,600	-10.01%	0.00%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.06.515.300.12.00	EXTRA LABOR	4,623	-	-	-	-	-
000.06.515.300.21.00	FICA	354	-	-	-	-	-
000.06.515.300.24.00	INDUSTRIAL INSURANCE	60	5	-	-	-	-
000.06.515.300.31.00	OFFICE & OPERATING SUPPLIES	3,573	269	100	4,000	500	500
000.06.515.300.41.00	PROFESSIONAL SERVICES	909	643	1,000	10,000	1,000	1,000
000.06.515.300.41.01	CONTRACTED ATTORNEY SERVICES	388,540	411,880	400,450	402,230	396,000	396,000
000.06.515.300.41.02	CONTRACTED PROSECUTION SERVICE	187,860	162,000	162,000	162,000	150,000	150,000
000.06.515.300.41.03	SPECIAL MATTERS	395,163	77,993	75,000	128,000	90,000	90,000
000.06.515.300.45.00	OPERATING RENTALS & LEASES	1,827	2,075	2,100	2,100	2,100	2,100
000.06.515.300.48.00	REPAIRS & MAINTENANCE	-	-	-	1,400	-	-
000.06.515.300.49.00	MISCELLANEOUS	15	-	-	1,000	-	-
Totals		982,922	654,866	640,650	710,730	639,600	639,600

Court



DEPARTMENT: Court (09)**FUND:** General**RESPONSIBLE MANAGER:** Kimberly Walden**FUND NUMBER:** 000**POSITION:** Judge**Description**

The primary function of the Municipal Court—under the jurisdiction of the appointed Judge—is to provide a forum by which infractions and misdemeanor/gross misdemeanor criminal offenses may be resolved. The Court handles all ordinance/statutory violations, petitions for Domestic Violence/Anti-harassment Orders, and traffic infractions occurring within the Tukwila City limits. The objective is to make our City a better place to live through responsible and impartial administration of the laws designed to protect the public, while safeguarding the rights of individuals.

2019-2020 Accomplishments

- ◆ Successfully participated in state court effort to secure a statewide case management system for courts of limited jurisdiction. **Strategic Goal #4.**
- ◆ Continued to collaborate with Renton and SeaTac Municipal Courts to expand use of technology for the improvement of court services to decrease court expenditures: improve calendar setting; online forms (including multiple languages); scanning; self-scheduling for traffic hearings, and a jury management system. **Strategic Goal #4.**
- ◆ Successfully relaunched the Unified Payment Program which included contracting services with a new payment vendor resulting in a more use- friendly system. **Strategic Goal #4.**
- ◆ Full scale implementation of teleworking to ensure the health and safety of all court employees and court users during the COVID19 pandemic. The court quickly, efficiently, and effectively transitioned the entire court team to a full-time telework schedule. First court in the region to move all operations to a virtual remote office setting. **Strategic Goal #4.**
- ◆ Successfully implemented Virtual Hearings for out of custody hearings. The success of this transition was due to the remarkable Court Team and the amazing leading of Tukwila's TIS Department. This greatly expanded and improved access to justice. Implementation was necessary for ensuring the health and safety of all court participants during the COVID19 pandemic. **Strategic Goal #5.**
- ◆ Full implementation of virtual video hearings for in-custody matters with assistance from SCORE Jail and Tukwila's amazing TIS Department. Implementation was necessary for ensuring the health and safety of all court participants during the COVID19 pandemic. **Strategic Goal #5.**
- ◆ Live Streaming of all court hearings was successfully executed. This was necessary for the court's compliance with keeping the hearings available for viewing by the public and keeping court hearings transparent which enhances the public's trust and confidence in the judicial branch. Special thanks to the TIS Department and Communications Department for getting the links posted on the court's web page for easy access to the court's YouTube Chanel. **Strategic Goal #5.**
- ◆ Probation offered Domestic Violence Reconation Therapy virtually using the Zoom platform. This move allowed participants to continue to engage in enhancing moral reasoning and encouraging

better decision making leading to appropriate behavior. This move to a virtual platform was especially timely during this statewide “stay home stay healthy” period. Implementation was necessary for ensuring the health and safety of all court participants during the COVID19 pandemic. **Strategic Goal #4.**

- ◆ In response to the nationwide social injustice issues the court explored the service we provide and how we provide these services. This resulted in changing our traditional probation department to a name that more adequately reflects the services we provide: Court Support Services. The court’s approach is more restorative and less punitive. **Strategic Goal #5.**
- ◆ Continued participation in county-wide trial court coordination efforts. **Strategic Goal #4.**
- ◆ Moved all court operations into the Tukwila Justice Center. **Strategic Goal #4.**

2021-2022 Outcome Goals

- ◆ Continue to lead and participate in the statewide review of legal financial obligations to change the long-term economic effects this has on the marginalized population. **Strategic Goal #4.**
- ◆ Increased succession planning efforts to ensure the court’s mission continues to grow. **Strategic Goal #4.**
- ◆ Fully participate in the implementation of the City’s new performance evaluation system. **Strategic Goal #4.**
- ◆ Ongoing participation in creating streamlined, uniformed processes and forms which assists in creating consistency with neighboring courts, resulting in increased compliance with court orders. **Strategic Goal #4.**
- ◆ Enhance collaboration between court, public defender, prosecutor, and police for continued improved efficiencies between all parties. **Strategic Goal #4.**
- ◆ Increase Court-4-Kids Program by including: **Strategic Goal #2.**
 - Creating partnership with Foster High School to implement mock trial opportunities
 - Develop Youth Court with students from Foster High School and Teens for Tukwila
 - Continue offering mock trial opportunities for the elementary schools
- ◆ Co-Sponsor a workshop with King County Veteran Affairs Program to educate courts on services available to veterans. **Strategic Goal #2.**
- ◆ Expand the Court Connection Center. Currently the program provides emergency food, gently used clothing, and public transportation vouchers to court users. The move to the Justice Center will allow the court to expand this program by partnering with local and regional service providers and connect court users and the community to these services providers. Our location on the T.I.B. and access to public transportation will make these services more accessible to our community while supporting the promotion of the Justice Center as a true community resource. **Strategic Goal #5.**
- ◆ Explore opportunities to provide court services to neighboring cities. **Strategic Goal #4.**

Program Change Discussion

Revenue generation is not the purpose of the judicial branch. While we understand local government agencies cannot operate without a stream of revenue resources, the court is not an agency and does not engage in revenue projections and efforts. The figures above are provided by the Finance Department.

The court makes every effort to practice good stewardship over the budget provided which shows our appreciation to the citizens of Tukwila and the two local branches of government. We work intensely to be a leader in programs that give court customers alternatives to satisfying their outstanding legal financial obligations, and educational opportunities that help defendants comply with court orders. These programs are only successful when the court is sufficiently staffed so these efforts can be supported. A reduction in staffing will negatively impact court operations, and the court will be forced to reduce and possibly eliminate impactful services to our community.

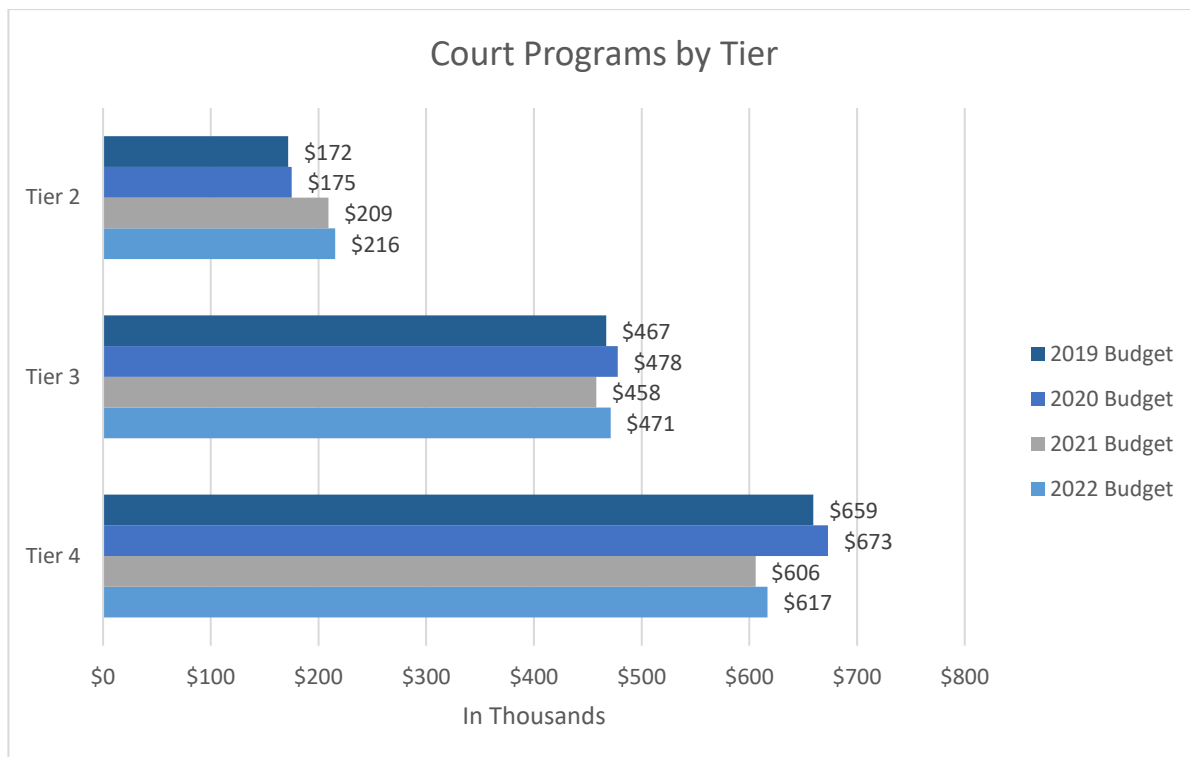
We are fortunate to continue functioning at our level of service even with reduced staffing level. This is due to the increase in court's use of technology. However, there are some services that cannot be replaced with technology, and we will not be able to continue efficiently and effectively serve our court users without adequate staffing.

Department Detail:**Staffing and Expenditure by Program**

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Law Related Education	1.01	136,764	10.3%	0.82	133,193	10.5%	135,958	10.4%
Court Administration	0.59	118,768	9.0%	0.59	133,728	10.5%	138,876	10.7%
Court Hearings	0.48	98,754	7.4%	0.48	114,072	9.0%	113,753	8.7%
Administrative and Logistical Support for the Judges	0.61	81,807	6.2%	0.61	91,380	7.2%	93,596	7.2%
Scanning	0.61	59,581	4.5%	0.53	55,595	4.4%	55,870	4.3%
Customer Assistance and Payment Processing	0.51	56,522	4.3%	0.50	61,854	4.9%	63,812	4.9%
Compliance Monitoring	0.56	56,041	4.2%	0.53	67,505	5.3%	69,785	5.4%
Case Preparation	0.48	50,516	3.8%	0.35	42,745	3.4%	44,625	3.4%
Formal & Monitored Probation Supervision	0.30	49,017	3.7%	0.30	55,141	4.3%	56,167	4.3%
Warrants	0.36	44,907	3.4%	0.06	13,741	1.1%	13,703	1.1%
Commissions, Associations, Boards, and Committees	0.19	34,028	2.6%	0.19	38,035	3.0%	39,363	3.0%
Public Record Act/Subpoena Responses	0.30	28,368	2.1%	0.30	35,746	2.8%	37,064	2.8%
Maintenance of Court Records	0.23	27,906	2.1%	0.24	30,913	2.4%	32,585	2.5%
Court Interpreter Management	0.24	27,655	2.1%	0.25	32,295	2.5%	33,046	2.5%
Court Financial Operations	0.17	26,594	2.0%	0.10	20,437	1.6%	21,173	1.6%
Collections/Write-Offs/Maintenance of Inactive Cases	0.22	26,367	2.0%	0.02	2,911	0.2%	2,974	0.2%
Non-Compliance Case Processing (Probation)	0.18	25,536	1.9%	0.15	27,662	2.2%	28,205	2.2%
Court Required Educational Programs	0.18	25,331	1.9%	0.15	27,638	2.2%	28,182	2.2%
Customer Service	0.20	24,835	1.9%	-	360	0.0%	356	0.0%
Adjudication - General Offenses & Traffic	0.16	24,236	1.8%	0.17	29,115	2.3%	29,419	2.3%
Account Reconciliation and Auditing	0.15	21,989	1.7%	0.05	11,247	0.9%	11,812	0.9%
Technical Support - Court Case Management Systems	0.20	21,902	1.7%	-	-	0.0%	-	0.0%
Judicial Administration	0.10	20,864	1.6%	0.10	24,283	1.9%	24,215	1.9%
Community Work Alternative	0.16	20,508	1.5%	0.11	21,500	1.7%	21,894	1.7%
LFO Recovery Programs	0.21	20,432	1.5%	0.30	34,286	2.7%	35,487	2.7%
Community Service	0.15	18,190	1.4%	0.15	24,254	1.9%	24,857	1.9%
Policy & Procedures, & Program Management	0.09	17,689	1.3%	0.09	19,654	1.5%	20,641	1.6%
Pre-Sentence Investigations	0.10	16,339	1.2%	0.10	18,380	1.4%	18,722	1.4%
Community Education and Outreach	0.08	15,124	1.1%	0.08	16,891	1.3%	17,041	1.3%
Mail Processing	0.13	13,628	1.0%	0.03	2,410	0.2%	2,394	0.2%
Video Conference Facilitation	0.10	13,022	1.0%	0.10	14,557	1.1%	14,871	1.1%
Collections	0.12	12,910	1.0%	0.05	5,714	0.4%	5,914	0.5%
Records Retention/Appeals Management/Mental Health	0.10	11,881	0.9%	-	-	0.0%	-	0.0%
Bail Bonds	0.10	11,881	0.9%	-	-	0.0%	-	0.0%
Assessment of Court Costs/Fines/Restitution	0.05	9,273	0.7%	0.05	10,661	0.8%	10,631	0.8%
Day Reporting	0.07	8,993	0.7%	0.05	9,258	0.7%	9,459	0.7%
Public Defender Screening	0.07	8,993	0.7%	0.05	9,258	0.7%	9,459	0.7%
Citations/Fines and Fees	0.09	8,936	0.7%	0.10	12,173	1.0%	12,524	1.0%
Data Input	0.09	8,936	0.7%	0.10	12,173	1.0%	12,524	1.0%
Jury Manager/Management	0.07	8,545	0.6%	0.02	2,911	0.2%	2,974	0.2%
Conflict Counsel - Indigent Defendants	0.05	8,374	0.6%	0.05	9,214	0.7%	9,385	0.7%
Community Service	0.04	3,405	0.3%	-	-	0.0%	-	0.0%
Non-Compliance Case Processing (Admin)	-	820	0.1%	-	-	0.0%	472	0.0%
PROGRAM TOTALS	9.90	1,326,167	100%	7.90	1,272,888	100%	1,303,788	100%

Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Court fall into Tiers 2 - 4 with 16% of the budget allocated to Tier 2.



Program Descriptions

Law Related Education: Attend court and job specific training; Participate in Misdemeanant Probation Association. This program is supported by both Court Administration and Probation.

Court Administration: Manage all non-judicial functions of the court including hiring, termination, court policy development/input, case flow management, court financials, technology, business continuity in the event of a crisis, etc. Responsible for vendor selection and contract negotiations for court security services. Ensure case flow management meets with the legal requirements according to the law and court rules; manage the reimbursement grant for interpreter services which includes reporting activity, coordinate countywide compliance (Municipal Courts), negotiate interpreter rates. Responsible for vendor selection and contract negotiations for Court security services. Oversee the court's website and work with the Executive Branch on keeping the website current; oversee the installation, maintenance, operation of all audio/video equipment.

Court Hearings: Preside over all hearings; pc, conditions of release. Arraignments, pretrials, readiness, motions, mitigation/contested, jury trials, voir dire, civil protection orders, mental health hearings, etc. Responsible for ensuring a proper record of court hearings is created.

Administrative and Logistical Support for the Judges: Provide administrative support to the bench and provide oversight of all non-judicial functions in the courtroom including entering for DVPO'S, NCO's, firearm orders, protection orders; assist attorneys, defendants and those in-custody; responsible for managing the jury.

Scanning: Laserfiche.

Customer Assistance and Payment Processing: Provide customer service, schedule hearings, process warrants, process payments; general customer service responsibilities.

Compliance Monitoring: Review conditions of sentence and schedule hearings.

Case Preparation: Input new case filings.

Formal and Monitored Probation Supervision: Provide case management and monitor compliance; review probation files to ensure compliance with case conditions.

Warrants: Order warrants, oversee warrant hearings (motion to recall and expired warrants; process Judge's rulings; process warrants as ordered by the Judge and in accordance with policy and procedures.

Commissions, Associations, Boards, and Committees: DMCMA & DMCJA committees, trainings.

Public Record Act/Subpoena Responses: Respond to public records requests by providing information as requested within the guidelines of the law and local court policy.

Maintenance of Court Records: Laserfiche/retention as well as audio and docket.

Court Interpreter Management: Maintain database and schedule interpreters for hearings.

Court Financial Operations: Manage all financial operations of the court including daily financial accounting, monthly accounting, budget preparation/management, account reconciliation, etc.

Collections/Write-Offs/Maintenance of Inactive Cases: Process collections, process 10 year write offs, expungements, and process inactive cases.

Non-Compliance Case Processing (Probation): File violations, attend hearings, make recommendations.

Court Required Educational Programs: Provide/facilitate classes such as DV MRT.

Customer Service: Assist customers in person and over the phone including accepting payments, completing paperwork, scheduling hearings, customer inquiries, etc.

Adjudication - General Offenses & Traffic: Adjudicate FTA's upon payment in full; mitigation, contested hearings. Issue findings on traffic/non-traffic infractions resulting from mitigation, contested hearings.

Account Reconciliation and Auditing: Reconcile bank statements and JIS accounting records.

Technical Support - Court Case Management Systems: Works with the Technology and Innovation Department (Executive Branch), court system vendors and AOC to troubleshoot system issues. Makes recommendations for technology improvements.

Judicial Administration: General administration costs expenditures.

Community Work Alternative: Judge orders commitment, In-court services issues commitments, Jail Alternative makes sure commitment is completed.

LFO Recovery Programs: Coordinate the Unified Payment Program (Relicensing Program).

Community Service (Probation): Coordinate work crew, community work program, and community service program.

Policy, Procedures & Program Management: Draft local policies for judicial review and approval; develop procedures for daily processes; manage the development of court programs including focus, design, and implementation.

Pre-Sentence Investigations: Conduct pre-sentence investigations, make sentencing recommendations.

Community Education and Outreach: Educate the community and surrounding areas on the law and judicial processes through community education events including partnership with schools, churches, and civic organizations.

Mail Processing: Process incoming and outgoing mail.

Video Conference Facilitation: Operation of video court.

Collections: Process and refer past due accounts to collections.

Records Retention/Appeals Management/Mental Health: Retention and destruction schedules; process and refer cases to Superior Court RALJ Division; process paperwork and order mental health evaluations.

Bail Bonds: Input new bail bonds and process exonerations and forfeiture. Schedule bail bond hearings and send notices of forfeiture to bond companies and individuals.

Assessment of Court Costs/Fines/Restitution: Impose required court costs, fees, and restitution.

Day Reporting: Coordinate and supervise day reporting program.

Public Defender Screening: Assistance at front counter, probation, and courtroom.

Citations/Fines and Fees: Receipt payments for fines and penalties.

Data Input: Input and update case data in the statewide case management system (JIS).

Jury Manager/Management: Order/mail/track/summons/prepare payment invoices.

Conflict Counsel - Indigent Defendants: Assign conflict counsel to defendants when necessary.

Community Service (Admin): Verify hours upon receipt of form. Community service is filed at front counter or courtroom. Docket entries made re: case.

Non-Compliance Case Processing (Admin): Admin reviews/case condition reviews, review hearings for noncompliance, docket updates.

Expenditure Summary

Court								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 809,372	\$ 809,069	\$ 784,960	\$ 813,546	\$ 753,478	\$ 772,219	-7.38%	2.49%
Personnel Benefits	334,246	343,716	351,051	353,447	323,374	333,733	-8.51%	3.20%
Supplies	17,634	17,077	11,047	10,728	20,700	20,700	92.95%	0.00%
Services	134,338	127,520	122,973	153,230	175,336	177,136	14.43%	1.03%
Department Total	\$ 1,295,591	\$ 1,297,382	\$ 1,270,031	\$ 1,330,951	\$ 1,272,888	\$ 1,303,788	-4.36%	2.43%

Salary and Benefit Details

Court - Administration							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Municipal Court Judge	0.64	0.65	\$ 106,376	\$ 31,439	0.65	\$ 106,376	\$ 30,838
Court Administrator	0.75	0.75	108,720	40,820	0.75	113,439	42,370
Admin Support Coordinator	1	0	-	-	0	-	-
Court Operations Supervisor/Bailiff	1	1	76,582	44,168	1	77,933	45,688
Court Operations Assoc/Admin Tech	2.75	2	132,793	51,016	2	139,300	52,351
Admin Support Assistant	0.50	0.50	29,562	6,218	0.50	29,484	6,325
Extra Labor			-	1,085		-	1,012
Overtime			100	43		100	42
Total Administration	6.64	4.90	\$ 454,133	\$ 174,789	4.90	\$ 466,632	\$ 178,626

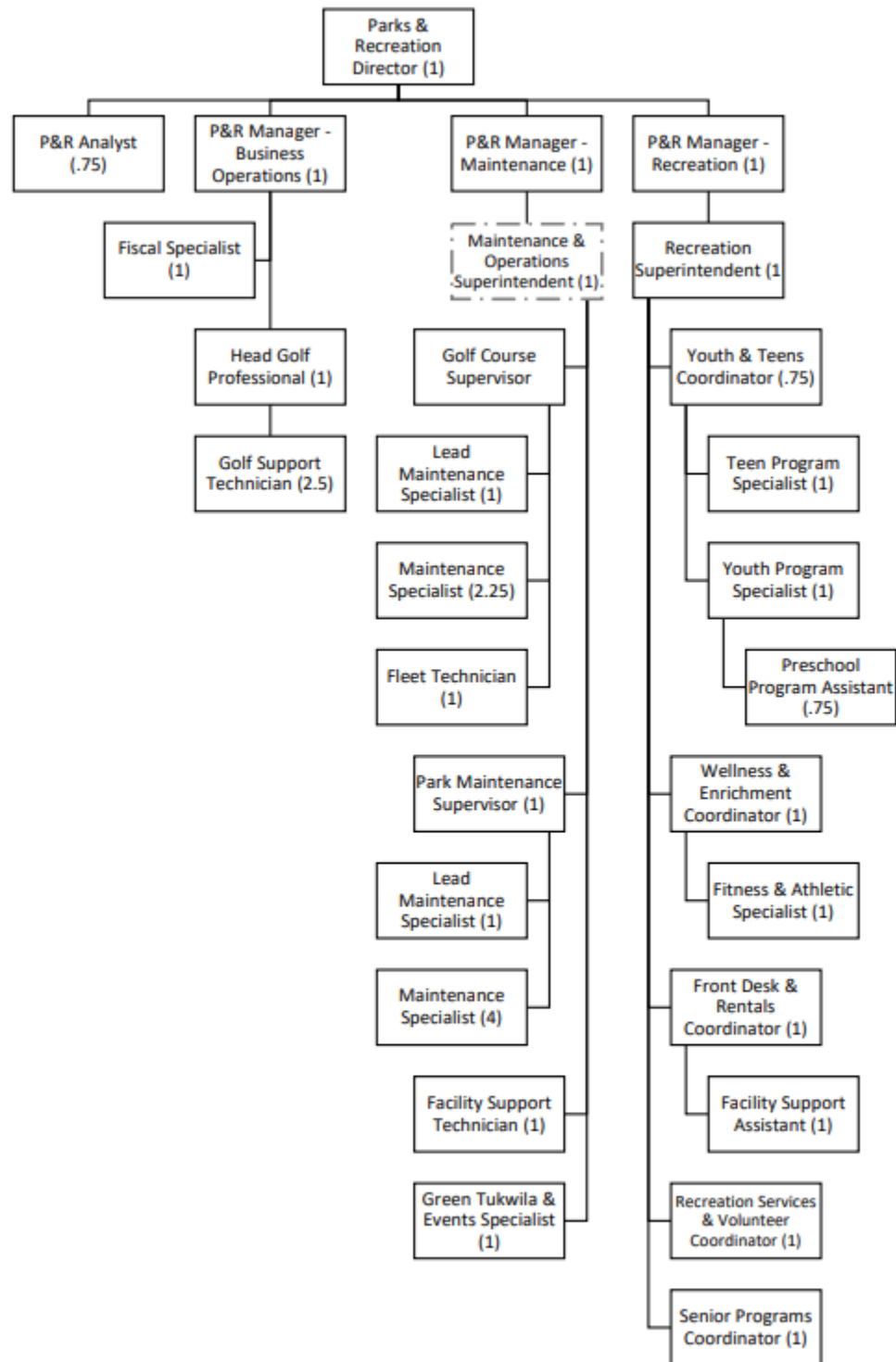
Court - Probation							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Municipal Court Judge	0.23	0.25	\$ 40,914	\$ 12,092	0.25	\$ 40,914	\$ 12,861
Court Administrator	0.25	0.25	36,240	14,645	0.25	38,550	16,055
Court Support Services Mgr/Probation	1	1	108,508	50,178	1	110,429	51,846
Admin Support Technician	1	1	62,893	41,471	1	62,009	43,132
Admin Support Specialist	0.75	0.50	50,490	29,639	0.50	51,385	30,688
Extra Labor			-	496		2,000	465
Overtime			300	64		300	60
Total Probation	3.23	3.00	\$ 299,345	\$ 148,585	3.00	\$ 305,587	\$ 155,107
Department total	9.87	7.90	\$ 753,478	\$ 323,374	7.90	\$ 772,219	\$ 333,733

General Ledger Code details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.09.512.500.11.00	SALARIES	542,466	531,123	510,272	531,435	454,033	468,743
000.09.512.500.12.00	EXTRA LABOR	-	-	-	1,858	-	-
000.09.512.500.13.00	OVERTIME	-	-	65	3,731	100	100
000.09.512.500.21.00	FICA	40,481	38,918	38,212	40,746	35,163	35,866
000.09.512.500.23.00	PERS	69,060	68,021	65,511	67,370	53,670	52,758
000.09.512.500.24.00	INDUSTRIAL INSURANCE	1,913	1,806	1,927	2,577	1,702	1,702
000.09.512.500.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	33	764	755	-	674	678
000.09.512.500.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	4,104	4,111	3,854	3,904	3,328	3,594
000.09.512.500.25.97	SELF-INSURED MEDICAL & DENTAL	93,406	97,483	92,706	102,900	80,557	87,002
000.09.512.500.26.00	UNEMPLOYMENT COMPENSATION	-	-	10,000	-	-	-
000.09.512.500.31.00	OFFICE & OPERATING SUPPLIES	13,880	9,241	5,387	7,028	15,000	15,000
000.09.512.500.35.00	SMALL TOOLS & MINOR EQUIPMENT	-	4,729	3,000	500	500	500
000.09.512.500.41.01	PRO TEM JUDGES	14,160	10,680	10,500	11,500	10,500	10,500
000.09.512.500.41.03	INTERPRETERS	25,158	28,917	25,965	36,000	30,000	30,000
000.09.512.500.42.00	COMMUNICATION	3,461	2,650	3,634	8,300	11,300	11,300
000.09.512.500.43.00	TRAVEL	3,835	5,014	1,750	3,500	2,000	6,000
000.09.512.500.45.00	OPERATING RENTALS & LEASES	9,620	5,647	2,714	7,700	14,700	14,700
000.09.512.500.48.00	REPAIRS AND MAINTENANCE	10,540	5,005	1,071	1,000	22,000	17,500
000.09.512.500.49.00	MISCELLANEOUS	5,314	3,431	17,765	8,070	5,966	5,966
000.09.512.500.49.01	PRINTING	4,926	3,897	2,342	1,000	2,500	2,500
000.09.512.500.49.04	WITNESS & JUROR FEES	1,076	1,364	2,000	2,500	2,500	2,500
000.09.512.500.49.08	CREDIT CARD FEES	1,831	-	1,081	2,200	2,200	3,000
000.09.512.500.49.53	MISCELLANEOUS	-	-	-	5	5	5
000.09.512.500.53.00	EXT TAXES & OPERATING ASSMNTS	1	-	-	-	-	-
000.09.523.300.11.00	SALARIES	266,906	277,946	274,551	273,770	299,045	301,076
000.09.523.300.12.00	EXTRA LABOR	-	-	-	1,822	-	2,000
000.09.523.300.13.00	OVERTIME	-	-	72	930	300	300
000.09.523.300.21.00	FICA	19,741	20,333	20,246	20,729	23,088	23,244
000.09.523.300.23.00	PERS	21,824	23,039	23,100	22,010	22,442	19,825
000.09.523.300.23.01	PSERS	11,745	12,087	11,572	11,995	12,283	11,474
000.09.523.300.24.00	INDUSTRIAL INSURANCE	866	892	995	799	1,041	1,041
000.09.523.300.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	16	404	406	450	445	449
000.09.523.300.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	2,047	2,174	2,188	2,041	3,039	3,283
000.09.523.300.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	69,010	73,684	79,579	77,926	85,942	92,817
000.09.523.300.31.00	OFFICE & OPERATING SUPPLIES	3,755	3,107	2,660	3,200	5,200	5,200
000.09.523.300.41.00	PROFESSIONAL SERVICES	-	1,883	2,000	5,000	5,000	5,000
000.09.523.300.41.01	PRO TEM JUDGES	-	-	-	500	500	500
000.09.523.300.41.03	INTERPRETERS	600	6,120	2,640	500	500	500
000.09.523.300.41.04	COURT SECURITY	46,863	48,713	42,680	58,680	58,680	58,680
000.09.523.300.42.00	COMMUNICATION	2,058	1,100	1,316	1,250	2,960	2,960
000.09.523.300.43.00	TRAVEL	2,465	1,620	2,265	3,000	1,500	3,000
000.09.523.300.48.00	REPAIRS & MAINTENANCE	-	-	-	300	300	300
000.09.523.300.49.00	MISCELLANEOUS	120	100	100	300	300	300
000.09.523.300.49.01	MEMBERSHIPS,DUES,SUBSCRIPTIONS	505	220	425	425	425	425
000.09.523.300.49.02	TRAINING	1,805	1,160	2,725	1,500	1,500	1,500
Totals		1,295,591	1,297,382	1,270,031	1,330,951	1,272,888	1,303,788

Parks & Recreation



----- Frozen Position

DEPARTMENT: Recreation (07)

FUND: General

RESPONSIBLE MANAGER: Rick Still

FUND NUMBER: 000

POSITION: Parks & Recreation Director

Description

The mission of the Parks and Recreation Department is to enhance the quality of life for residents, businesses and visitors through quality recreational opportunities, services, and facilities.

2019-2020 Accomplishments

- ◆ Utilized the Artist in Residence program to implement phase one of the Tukwila Municipal Arts Plan. **Strategic Plan Goals 1 & 5. PROS Goals 2.**
- ◆ Conducted a pilot project to determine effective community engagement methods to implement the 10 Minute Walk to a Park initiative. **Strategic Plan Goals 1, 2, 3, 4 & 5. PROS Plan Goals 1, 2, 3, 4 & 5.**
- ◆ Acquired a new property at S. 116th & Green River to meet park needs of the community and preserve open space. **Strategic Plan Goal 1. PROS Plan Goals 1, 2 & 5.**
- ◆ Applied and received grants to support existing and new programs including Veteran, Senior, Human Services Levy funding for Senior programs (\$168k); Kaleidoscope Play & Learn (\$30k); and funding to support youth sports, summer feeding and activities (\$33k). **Strategic Plan Goals 1 & 2. PROS Plan Goals 3, 4 & 5.**
- ◆ 2020 Parks, Recreation and Open Space Plan adopted by City Council. **Strategic Plan Goals 1, 2, 3, 4 & 5. PROS Plan Goals 1, 2, 3, 4 & 5.**
- ◆ Conducted needs assessment and develop Senior and Older Adult Recreation, Leisure, and Services Plan. **Strategic Plan Goals 2, 4 & 5. PROS Plan Goals 3, 4 & 5.**
- ◆ Implemented 3% budget reductions as directed. **Strategic Plan Goal 4.**
- ◆ Modified existing service levels within the current budget to ensure safe parks. **Strategic Plan Goal 4. PROS Plan Goals 4 & 5.**
- ◆ Increased local business and non-profit group participation in programs and special events by 25% in 2019; due to COVID-19 and the cancellation of events this was not achieved in 2020. **Strategic Plan Goals 2, 3 & 5.**

2021-2022 Outcome Goals

- ◆ Integrate art throughout the city, guided by the Tukwila Municipal Arts Plan. **Strategic Plan Goals 1 & 5. PROS Goals 2.**
- ◆ Offer flexible recreational programming that responds to current trends and community desires. **Strategic Plan Goals 1 & 5. PROS Goals 2, 3, 4 & 5.**
- ◆ Expand program options through enhanced partnerships with businesses and organizations, and through volunteerism. **Strategic Plan Goals 1 & 5. PROS Goals 2, 3, 4 & 5.**
- ◆ Involve the community, including expected users and neighborhood residents, in capital project planning and program planning and implementation. **Strategic Plan Goals 1 & 5. PROS Goals 2, 3, 4 & 5.**
- ◆ Maintain parks and public spaces so that they are safe, clean, and welcoming. **Strategic Plan Goals 1 & 5. PROS GOALS 1, 2, 5 & 6.**

2021-2022 Indicators of Success

- ◆ Expanded cultural and art opportunities throughout Tukwila.
- ◆ Increased access to parks.
- ◆ Receive grants to supplement programs and events.
- ◆ Develop partnerships to assist with the provision of recreational programs and services.
- ◆ Utilize PROS Plan to develop 2021-2022 programs.
- ◆ Utilize Senior and Older Adult Recreation, Leisure, and Services Plan to develop 2021-2022 programs and services.
- ◆ Incorporate new parks and facilities into the appropriate level of service model.

Program Change Discussion

The Recreation budget reductions will decrease the number of recreation programs and services offered to the community. However, the realities of the existing pandemic do not allow many of these activities to occur until the pandemic is resolved. This budget is a difficult balancing act between revenues and expenditures; and using full time professional recreation staff and seasonal staff. There are currently no vacancies in recreation professional staff. The 60% reduction in funding for seasonal staff impacts the quantity of offered programs and the capacity within the remaining programs. There will be reduced opportunities for our community to utilize the fitness center and wellness programs, the elimination of adult volleyball, senior volleyball, youth basketball league, Kids Fest, and Autumn Harvest Carnival. There will be 50% budget reductions for the Backyard Wildlife Fair, Touch-A-Truck and See You in the Park events. The senior programs transportation will be modified to mostly drive yourself activities, Teen “out of school” activities such as Teen Late Night, the drop-in After School Teen Room and Summer Kick-off Festival will be reduced. Adventure Camp will reduce the camp size in half and eliminate the weekly field trip. The youth Early Birds and After School program will be eliminated January through June 2021 and reduced in size for fall 2021. Camp Tukwilly will be reduced by 35% and TCC rentals will utilize full time professional recreational staff for as many evening and weekend events as possible.

The Parks budget reductions will change the maintenance service levels by leaving one parks position vacant and reducing utilities. Labor reductions service levels impacts in the parks: grass will grow longer prior to being mowed, weed removal will be less frequent, tree and bush trimming frequencies will be reduce by half, response times for graffiti removal and emergency repairs will be longer and scheduled maintenance items, like painting benches will be delayed or eliminated. Utilities’ reduction is one area that will make a noticeable impact too: the spray park will be operate for less hours and only 1/3rd of the parks will be watered causing brown grass, potentially plant material loss and additional weed growth.

In addition to budget reductions for the 2021-2022 biennium, three boards and commissions were transferred from the Mayor’s department to Parks and Recreation. The Library Advisory Board and Arts Commission were transferred to Recreation and the Parks Commission was transferred to the Parks department.

Expenditure Summary

Parks & Recreation								
Expenditures By Program	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Administration	\$ 511,138	\$ 585,586	\$ 794,417	\$ 568,468	\$ 663,045	\$ 686,699	16.64%	3.57%
Recreation Administration	985,801	1,125,948	597,482	672,378	466,511	472,925	-30.62%	1.37%
Preschool Program	85,694	76,963	29,383	85,766	50,199	51,783	-41.47%	3.16%
Youth Programs	395,925	421,546	138,521	512,219	363,271	366,169	-29.08%	0.80%
Teen Programs	182,547	217,836	77,715	207,027	192,092	194,782	-7.21%	1.40%
Youth Free Services	64,193	42,546	158,471	145,167	124,630	126,733	-14.15%	1.69%
Wellness & Enrichment	264,366	279,673	179,741	243,517	192,471	195,430	-20.96%	1.54%
Senior Adult Programs	183,512	268,540	284,470	419,852	288,175	293,430	-31.36%	1.82%
Community Events & Volunteers	183,440	143,412	59,429	182,717	134,328	136,862	-26.48%	1.89%
Planning & Business Operations	1,221	-	-	-	-	-	0.00%	0.00%
Rental Operations	235,465	192,992	142,997	317,263	266,788	273,955	-15.91%	2.69%
Parks Maintenance	1,515,219	1,676,131	1,544,514	1,656,398	1,493,575	1,534,190	-9.83%	2.72%
Library Advisory Board	1,377	3,630	3,083	4,000	4,128	4,128	3.20%	0.00%
Arts Commission	19,265	23,033	10,000	23,500	18,700	18,700	-20.43%	0.00%
Parks Commission	2,836	3,256	2,878	3,288	2,630	2,630	-20.01%	0.00%
Department Total	\$ 4,631,999	\$ 5,061,090	\$ 4,023,101	\$ 5,041,560	\$ 4,260,543	\$ 4,358,416	-15.49%	2.30%

Parks & Recreation								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 2,534,041	\$ 2,652,408	\$ 2,159,730	\$ 2,781,323	\$ 2,320,861	\$ 2,375,989	-16.56%	2.38%
Personnel Benefits	1,020,450	1,062,355	1,055,204	1,134,823	1,077,316	1,103,881	-5.07%	2.47%
Supplies	281,477	292,105	174,817	233,091	195,850	195,850	-15.98%	0.00%
Services	784,157	1,045,346	618,350	862,323	647,851	652,696	-24.87%	0.75%
Intergovt. Svcs & Taxes	-	-	-	-	-	-	0.00%	0.00%
Capital Outlays	11,873	8,877	15,000	30,000	18,665	30,000	-37.78%	60.73%
Department Total	\$ 4,631,999	\$ 5,061,090	\$ 4,023,101	\$ 5,041,560	\$ 4,260,543	\$ 4,358,416	-15.49%	2.30%

To provide a safe and clean wellness experience for the fitness customer, Parks and Recreation has included funding in the budget for the purchase of fitness grade Rubberized Flooring for the entire fitness room as well as the re-upholstery of several of the Circuit Training Pieces of equipment. As part of our replacement schedule one Cardio Machine would be Updated/Replaced annually.

To enhance the experience of the fitness class participants, Parks and Recreation has included funding in the budget for upgrading the Fitness/Spin Studio to include mounted fans, dedicated sound system, track lighting and sound proofing panels.

To better serve our rental clients, Parks and Recreation has built into the budget the purchase of new LCD projectors and new drop-down screens to be mounted in all three banquet rooms. The purchase of additional tables, chairs, podiums, and sconces has also been added into the budget to account for ailing inventory.

Equipment	Price
Rubberized Flooring for Fitness Room	\$ 12,000
Upgrades for Fitness/Spin Studio	10,000
Re-upholstery of Circuit Fitness Equipment	3,000
Cardio Equipment Replacement	8,000
Tables, Chair, podiums, stances	7,000
3 Mounted LCD Projectors (Banquet Hall)	4,000
3 Drop Down Screens (Banquet Hall)	4,000
	\$ 48,000

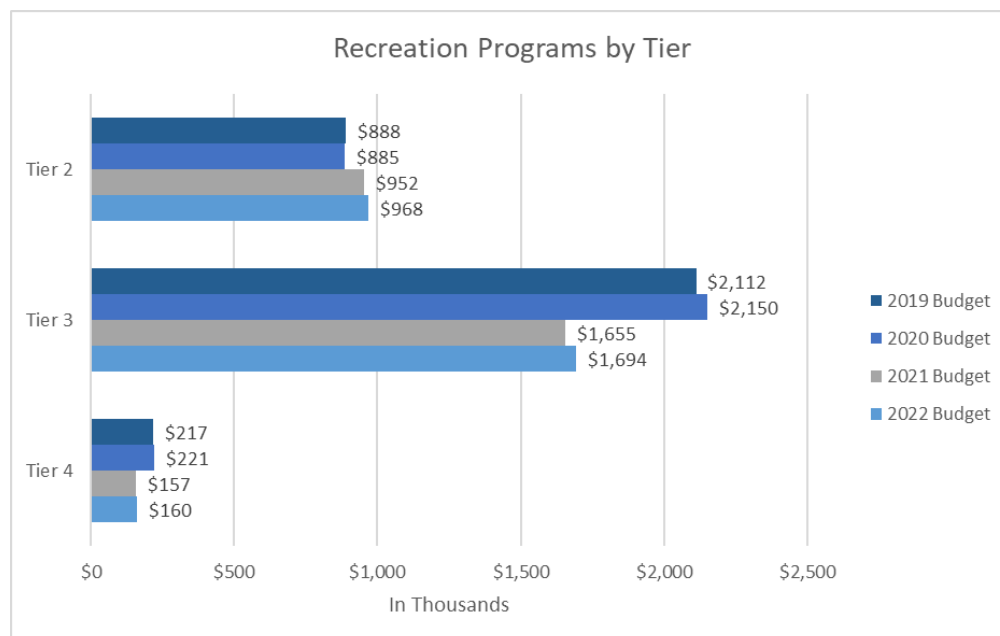
Department Detail

Staffing and Expenditure by Program – Recreation

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Administration	2.36	458,804	14.1%	1.59	344,135	12.4%	401,041	14.2%
Youth	1.08	429,882	13.2%	1.08	342,090	12.4%	349,921	12.4%
Events	1.74	280,015	8.6%	0.78	54,500	2.0%	55,372	2.0%
Wellness & Enrichment	1.20	274,908	8.4%	0.93	197,615	7.1%	200,777	7.1%
Strategic Support	1.45	253,379	7.8%	1.25	301,179	10.9%	317,034	11.2%
Facility Rentals	1.25	236,662	7.3%	1.12	188,875	6.8%	191,897	6.8%
Senior Services & Programs	1.33	234,719	7.2%	1.12	158,752	5.7%	161,292	5.7%
Teen	1.08	221,884	6.8%	0.87	187,710	6.8%	190,713	6.8%
Front Desk	1.00	220,761	6.8%	1.09	157,055	5.7%	159,568	5.7%
Organizational Support & Development	0.90	189,244	5.8%	1.40	232,828	8.4%	249,403	8.8%
Planning & Development	0.80	151,788	4.7%	1.60	201,074	7.3%	204,291	7.2%
Preschool	0.81	106,547	3.3%	0.60	70,300	2.5%	71,425	2.5%
Youth Free Services	0.40	87,662	2.7%	0.74	35,200	1.3%	35,763	1.3%
Volunteer Services	0.42	57,143	1.8%	0.25	15,000	0.5%	15,240	0.5%
Green Tukwila	0.33	34,300	1.1%	0.33	40,000	1.4%	40,640	1.4%
Intergenerational Center	-	-	0.0%	1.25	186,457	6.7%	125,191	4.4%
Boards & Commissions	0.10	17,651	0.5%	0.25	51,568	2%	52,028	1.8%
PROGRAM TOTALS	16.25	3,255,349	100%	16.25	2,764,338	100%	2,821,596	100%

Programs by Tier - Recreation

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Recreation fall into tiers 2 - 4 with 34% of the budget allocated to Tier 2 and 60% of the budget allocated to Tier 3.



Program Descriptions – Recreation

Administration: Provide leadership and management to program area including program budget, partnership and sponsorship opportunities, communication and outreach initiatives, and internship programs.

Youth: Coordinate youth programs that build a positive foundation towards leading a healthy life.

Events: Facilitate opportunities for connection between City staff, Tukwila residents, community organizations, visitors, and local businesses.

Wellness and Enrichment: Provide physical fitness, sports, and wellness activities to encourage active and healthy lifestyles. This also includes continued work on the Healthy Tukwila Project and includes special initiatives and outreach related to healthy beverages, nutrition education, and active lifestyles.

Strategic Support: Strategic support includes providing financial and technical oversight, resource development, marketing and communication, emergency management and administrative support functions for the department. Supports strategic direction of the department through the Parks, Recreation and Open Space Plan and annual budget performance programs aligning with City strategic objectives. Strategic support also facilitates and maximizes delivery of the department's other core services.

Facility Rentals: Schedule use of over 20 rental facilities throughout the Parks and Recreation system: including the Community Center, picnic shelters, ball fields, and rental services (equipment rental).

Senior Services and Programs: Provide recreational, fitness, social, educational, and social services for adults 50 and greater.

Teen: Provide safe, constructive out of school activities that foster positive relationships and self-esteem.

Customer Service (Front Desk): Provide customer service for recreation, community services and events.

Organizational Support and Development: Support professional growth and development of 36 full-time employees, recruits, and trains 90 part-time employees, maintains active memberships with Washington Recreation and Parks Association and the National Recreation and Parks Association, submits nominations for awards and recognition. Contributes to City-wide organizational efforts through participation on cross-department committees.

Planning and Development: Planning the City's parks, trails, and open spaces to ensure quality development and facilities that align with community needs. Services include protection of open spaces; management and implementation of the Capital Improvement Program; and management of parks, trails, open space, and art projects.

Preschool: Implement play-based preschool program for ages three to five.

Youth Free Services: Offer enrichment activities that foster creativity, community, and connection.

Volunteer Services: Recruit, screen, place, and track volunteers within City Departments to assist with various needs.

Green Tukwila: Provides environmental stewardship for volunteer programs to improve open spaces throughout the City. The City is a member of the Green Cities Partnership, implements a volunteer stewardship program with the goal of restoring Tukwila's parks and green spaces.

Intergenerational Center: Supports the work to draft a proposal that could lead to building a new intergenerational center for teen and senior programming.

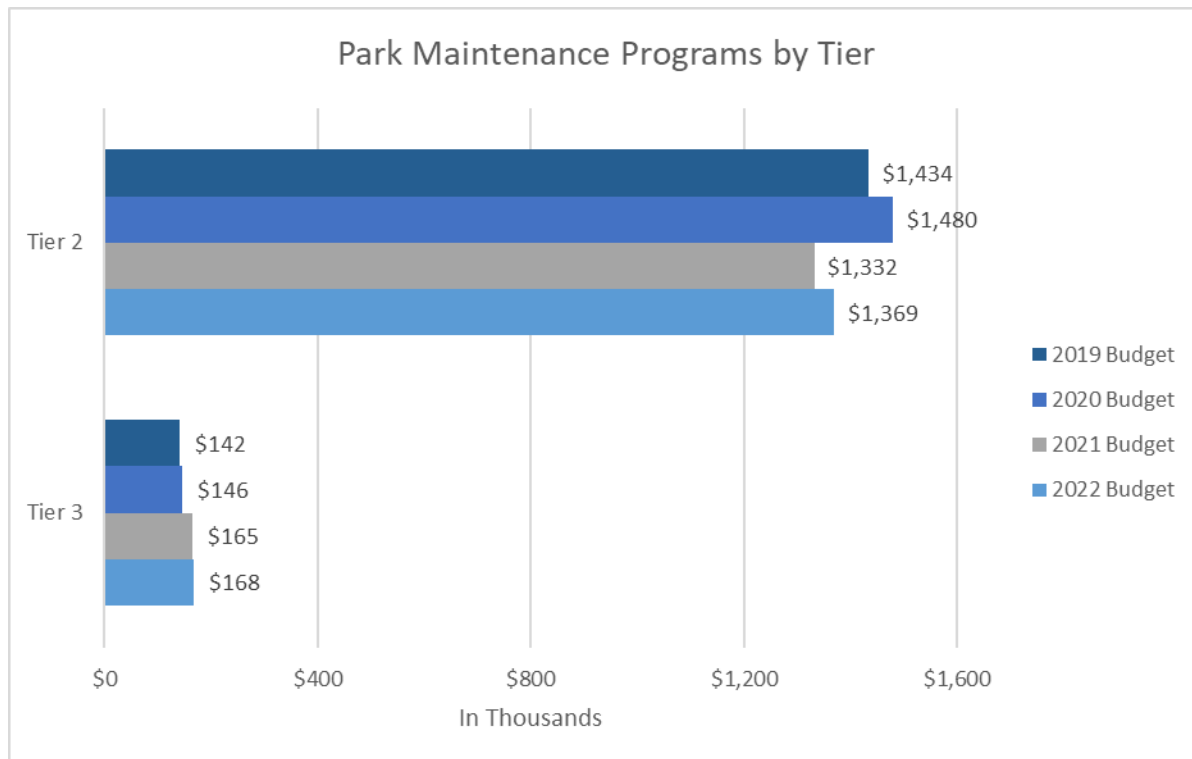
Boards and Commissions: Provide staff liaison support, community outreach, and coordination services to the Arts Commission, Parks Commission, and Tukwila Library Advisory Board.

Staffing and Expenditure by Program – Parks Maintenance

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Parks	5.20	1,133,351	69.7%	5.20	1,112,575	74.4%	1,148,190	74.7%
Administration	1.70	213,775	13.1%	0.70	87,000	5.8%	88,000	5.7%
Planning & Development	0.75	132,507	8.1%	0.75	132,000	8.8%	133,000	8.7%
Facility	0.90	102,270	6.3%	0.90	102,000	6.8%	104,000	6.8%
Organizational Support & Development	0.15	26,501	1.6%	0.35	40,000	2.7%	41,000	2.7%
Boards & Commissions	0.05	8,834	0.5%	0.05	12,630	0.8%	12,630	0.8%
Strategic Support	0.05	8,834	0.5%	0.05	10,000	0.7%	10,000	0.7%
PROGRAM TOTALS	8.80	1,626,072	100%	8.00	1,496,205	100%	1,536,820	100%

Programs by Tier – Parks Maintenance

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Parks Maintenance fall into the Tiers 2 and 3 with 89% of the budget allocated to Tier 2.



Program Descriptions – Parks Maintenance

Parks: Provide planned and demand maintenance throughout park system according to established service levels. Service levels guide frequency of maintenance throughout parks, trails, and open space system.

Administration: Provide leadership and management to program area including: program budget, special projects, stewardship, and overall maintenance of the parks system and golf course encompassing a total of 279 acres.

Planning and Development: Planning the City's parks, trails, and open spaces to ensure quality development and facilities that align with community needs. Services include protection of open spaces; management and implementation of the Capital Improvement Program; and management of parks, trails, open space, and art projects.

Facility: Perform routine facility inspections at the Tukwila Community Center, Foster Golf Links Clubhouse, and park facilities. Conducts maintenance and equipment repairs. Contracts and coordinates preventive maintenance of equipment. Coordinate contracted maintenance and repairs at the Community Center and Foster Golf Links Clubhouse.

Organizational Support and Development: Support professional growth and development of 36 full-time employees, recruits, and trains 150 employees, maintains active memberships with Washington Recreation and Parks Association and the National Recreation and Parks Association, submits nominations for awards and recognition. Contributes to City-wide organizational efforts through participation on cross-departmental committees.

Boards and Commissions: Provide staff liaison support, community outreach, and coordination services to the Arts Commission, Parks Commission, and Tukwila Library Advisory Board.

Strategic Support: Strategic Support includes providing financial and technical oversight, resource development, marketing and communication, emergency management and administrative support functions for the department. supports strategic direction of the department through the Parks, Recreation and Open Space Plan and annual budget performance programs aligning with City strategic objectives. Strategic support also facilitates and maximizes delivery of the department's other core services.

Expenditure Detail - Supplies, Services, and Other

Supplies include office and operating supplies, resale items for programs, and small tools. Services include professional services, travel, operating leases, equipment rental and replacement costs, utilities and repair and maintenance, among others. Intergovernmental includes pass-through grant funds.

Parks & Recreation						
Expenditures	Actual			Budget		
	2018	2019	Projected 2020	2020	2021	2022
Salaries	\$ 2,037,677	\$ 2,084,878	\$ 2,066,908	\$ 2,232,533	\$ 2,106,693	\$ 2,161,821
Extra Labor	489,926	567,078	91,401	546,189	213,700	213,700
Overtime	6,438	451	1,421	2,601	468	468
FICA	191,560	199,455	162,676	232,091	177,546	181,761
Pension	287,404	297,769	275,109	283,033	256,215	233,007
Industrial Insurance	77,974	84,926	60,508	81,651	73,138	73,219
Healthcare	459,268	476,183	530,067	536,098	568,467	613,944
Unemployment	2,698	2,699	25,000	-	-	-
Clothing Allowance	1,545	1,324	1,844	1,950	1,950	1,950
Total Salaries & Benefits	3,554,491	3,714,763	3,214,934	3,916,146	3,398,177	3,479,870
Supplies	241,126	264,450	157,140	203,840	173,850	173,850
Resale	22,488	17,794	7,000	22,000	13,000	13,000
Small tools	17,864	9,860	10,677	7,251	9,000	9,000
Total Supplies	281,477	292,105	174,817	233,091	195,850	195,850
Professional services	198,976	417,269	214,509	240,304	152,020	152,020
Communication	12,759	17,977	12,383	12,150	13,500	13,500
Travel	14,686	23,000	1,932	8,950	500	500
Advertising	16,329	15,385	2,169	21,950	12,500	12,500
Operating rentals	133,606	183,901	74,346	139,613	123,743	129,888
Utilities	250,635	258,306	223,723	283,441	239,800	239,800
Repair and maintenance	32,002	31,474	30,268	40,400	36,400	36,400
Miscellaneous	124,622	97,423	58,866	115,515	69,388	68,088
Total Services	783,615	1,044,734	618,196	862,323	647,851	652,696
Excise Taxes	542	612	154	-	-	-
Capital	11,873	8,877	15,000	30,000	18,665	30,000
Total Other	12,415	9,489	15,154	30,000	18,665	30,000
Total Parks and Recreation	\$ 4,631,999	\$ 5,061,090	\$ 4,023,101	\$ 5,041,560	\$ 4,260,543	\$ 4,358,416

Salary and Benefit Details

Parks & Recreation							
Position	2020 FTE	2021 FTE	2021 Budget		2022 FTE	2022 Budget	
			Salaries	Benefits		Salaries	Benefits
Parks & Recreation Director	1	1	\$ 163,990	\$ 61,960	1	\$ 167,234	\$ 62,698
Parks & Recreation Manager	4	3	358,262	163,058	3	369,396	167,222
Parks & Recreation Analyst	1	0.75	81,946	38,391	0.75	83,561	39,346
Fiscal Specialist	0	1	72,417	39,377	1	73,693	40,622
Recreation Superintendent	0	1	107,652	50,336	1	109,568	51,546
Recreation Program Coordinator	6	4.75	427,742	221,090	4.75	433,931	226,425
Recreation Program Specialist	5	4	287,868	169,557	4	292,972	174,810
Recreation Program Assistant	0.75	0.5	28,150	10,550	0.5	29,483	10,801
Facility Support Assistant	1	1	55,372	23,240	1	58,967	23,923
Facility Support Technician	1	0	-	-	0	-	-
Maint and Ops Superintendent	1	0	-	-	0	-	-
Parks Maintenance Supervisor	1	1	82,104	43,598	1	88,464	45,630
Lead Maint Specialist	1	1	83,004	28,715	1	84,466	28,645
Maint Specialist Parks	4	4	280,793	142,678	4	291,327	146,947
Facilities Maintenance Technician	1	1	77,393	36,456	1	78,759	37,152
Extra Labor			213,700	46,267		213,700	46,077
Overtime			468	93		468	87
Clothing Allowance			-	1,950		-	1,950
Total	27.75	24	\$ 2,320,861	\$1,077,316	24	\$ 2,375,989	\$ 1,103,881

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Administration
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of the Administrative Division is to direct and support all other divisions with their endeavors to promote and provide safe, positive leisure-time activities, events, and facilities.

All major park, volunteer program, golf and recreation development, services and contracts are coordinated and supervised by the administrative division. This division also interacts with all other departments and serves as staff to the Arts Commission, Park Commission, and the Library Advisory Board.

Expenditure Summary

<i>Parks & Recreation - Administration</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 334,879	\$ 373,920	\$ 534,828	\$ 363,632	\$ 442,936	\$ 451,266	21.81%	1.88%	
Personnel Benefits	131,829	144,126	234,847	150,899	193,444	197,433	28.19%	2.06%	
Supplies	4,583	1,846	1,361	7,517	1,500	1,500	-80.05%	0.00%	
Services	27,974	56,818	8,381	16,420	6,500	6,500	-60.41%	0.00%	
Capital Outlays	11,873	8,877	15,000	30,000	18,665	30,000	-37.78%	60.73%	
Expenditure Total	\$ 511,138	\$ 585,586	\$ 794,417	\$ 568,468	\$ 663,045	\$ 686,699	16.64%	3.57%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.100.11.00	SALARIES	333,381	345,691	529,616	358,168	441,468	449,798
000.07.571.100.12.00	EXTRA LABOR	1,498	28,229	5,212	5,000	1,000	1,000
000.07.571.100.13.00	OVERTIME	-	-	-	464	468	468
000.07.571.100.21.00	FICA	23,886	26,689	38,303	25,844	33,885	34,522
000.07.571.100.23.00	PERS	42,453	45,718	66,845	45,416	51,425	46,268
000.07.571.100.24.00	INDUSTRIAL INSURANCE	1,252	2,739	2,409	1,847	1,272	1,272
000.07.571.100.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	21	483	501	-	655	667
000.07.571.100.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	2,542	2,702	4,266	2,867	3,788	4,092
000.07.571.100.25.97	SELF-INSURED MEDICAL & DENTAL	61,674	65,794	122,523	74,925	102,419	110,612
000.07.571.100.31.00	OFFICE & OPERATING SUPPLIES	4,583	1,846	1,361	7,517	1,500	1,500
000.07.571.100.41.00	PROFESSIONAL SERVICES	4,929	43,019	27	2,500	2,000	2,000
000.07.571.100.42.00	COMMUNICATION	771	568	960	500	500	500
000.07.571.100.43.00	TRAVEL	6,265	4,660	1,503	3,100	-	-
000.07.571.100.45.00	OPERATING RENTALS & LEASES	1,959	1,904	3,431	2,250	2,000	2,000
000.07.571.100.48.00	REPAIRS & MAINTENANCE	352	831	-	2,000	-	-
000.07.571.100.49.00	MISCELLANEOUS	13,699	5,835	2,460	5,820	2,000	2,000
000.07.571.100.49.10	BLOOD BORNE PATHOGENS	-	-	-	250	-	-
000.07.594.730.64.00	MACHINERY AND EQUIPMENT	11,873	8,877	15,000	30,000	18,665	30,000
Totals		511,138	585,586	794,417	568,468	663,045	686,699

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Recreation Administration
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of the Recreation Division is to promote and provide social, cultural, physical, and educational recreation activities for participants of all ages during their leisure time.

The Recreation facilities (Community Center, school facilities, and parks) and Recreation staff (both full and part-time) are the resources used to conduct these services and programs for the community. Services are planned, promoted, and conducted in various locations, during all seasons of the year by staff and instructors. Fees are collected to offset specific activity costs for most programs.

Expenditure Summary

<i>Parks & Recreation - Recreation Administration</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 587,349	\$ 610,931	\$ 314,664	\$ 368,177	\$ 231,367	\$ 235,478	-37.16%	1.78%	
Personnel Benefits	241,468	253,043	163,963	134,265	106,203	108,463	-20.90%	2.13%	
Supplies	39,142	28,375	22,832	30,951	32,000	32,000	3.39%	0.00%	
Services	117,299	233,598	96,023	138,985	96,941	96,984	-30.25%	0.04%	
Intergovt. Services & Taxes	543	-	-	-	-	-	0.00%	0.00%	
Expenditure Total	\$ 985,801	\$ 1,125,948	\$ 597,482	\$ 672,378	\$ 466,511	\$ 472,925	-30.62%	1.37%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.200.11.00	SALARIES	523,256	538,655	299,955	306,661	231,367	235,478
000.07.571.200.12.00	EXTRA LABOR	4,802	5,191	1,832	-	-	-
000.07.571.200.12.06	OFFICE/RECEPTIONIST	59,291	67,046	12,657	61,516	-	-
000.07.571.200.13.00	OVERTIME	-	39	220	-	-	-
000.07.571.200.21.00	FICA	39,785	40,912	23,241	35,200	17,700	18,014
000.07.571.200.21.06	FICA	4,536	5,129	968	-	-	-
000.07.571.200.23.00	PERS	67,063	69,345	40,027	28,653	26,862	24,137
000.07.571.200.23.06	PERS	3,063	3,894	431	-	-	-
000.07.571.200.24.00	INDUSTRIAL INSURANCE	6,947	7,192	6,461	14,272	2,998	2,998
000.07.571.200.24.06	INDUSTRIAL INSURANCE	4,391	4,665	980	-	-	-
000.07.571.200.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	24	1,067	440	-	342	349
000.07.571.200.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	3,909	4,232	2,718	1,655	1,725	1,863
000.07.571.200.25.97	SELF-INSURED MEDICAL & DENTAL	109,982	117,128	83,697	54,485	56,576	61,102
000.07.571.200.26.00	UNEMPLOYMENT COMPENSATION	1,768	(522)	5,000	-	-	-
000.07.571.200.31.00	OFFICE & OPERATING SUPPLIES	18,055	16,773	15,000	-	15,000	15,000
000.07.571.200.31.04	GENERAL PROGRAMS	10,441	4,368	3,155	11,200	5,000	5,000
000.07.571.200.31.06	OFFICE & OPERATING SUPPLIES	3,369	7,233	4,000	15,500	8,000	8,000
000.07.571.200.35.00	SMALL TOOLS & MINOR EQUIPMENT	7,277	-	677	4,251	4,000	4,000
000.07.571.200.41.00	PROFESSIONAL SERVICES	9,254	88,732	20,000	-	16,000	16,000
000.07.571.200.41.01	ATHLETIC PROGRAMS	(504)	-	-	-	-	-
000.07.571.200.41.04	GENERAL PROGRAMS	1,066	(1,391)	645	16,750	4,000	4,000
000.07.571.200.42.01	POSTAGE	2,679	4,286	2,000	5,350	2,000	2,000
000.07.571.200.42.02	PHONE & SECURITY LINE	861	1,946	1,889	1,500	2,000	2,000

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.200.42.06	COMMUNICATION-FRONT DESK	74	-	-	-	-	-
000.07.571.200.43.00	TRAVEL	5,262	9,223	5	2,600	-	-
000.07.571.200.44.00	ADVERTISING	1,123	1,667	-	4,800	2,000	2,000
000.07.571.200.45.00	OPERATING RENTALS & LEASES	1,620	3,102	3,000	-	3,000	3,000
000.07.571.200.45.04	GENERAL PROGRAMS	-	-	-	2,250	-	-
000.07.571.200.45.94	EQUIPMENT RENTAL - REPLACEMENT	663	23,856	796	1,591	944	682
000.07.571.200.45.95	EQUIPMENT RENTAL - O & M	23,345	23,942	12,382	24,764	20,997	22,602
000.07.571.200.48.00	REPAIRS & MAINTENANCE	2,585	23,742	17,000	19,700	15,000	15,000
000.07.571.200.49.00	MISCELLANEOUS	44,618	8,424	30,000	20,000	17,000	15,700
000.07.571.200.49.01	PRINTING & BINDING	18,516	18,724	-	25,000	9,000	9,000
000.07.571.200.49.02	MISCELLANEOUS	6,062	5,601	2,152	12,680	5,000	5,000
000.07.571.200.49.04	TRIP ADMISSIONS - SENIORS	77	26	-	-	-	-
000.07.571.200.49.08	SPECIAL ACCOMMODATIONS	-	-	-	2,000	-	-
000.07.571.200.49.18	CREDIT CARD FEES	-	21,106	6,000	-	-	-
000.07.571.200.49.53	MISC-EXCISE TAX	-	612	154	-	-	-
000.07.571.200.53.00	EXT TAXES & OPERATING ASSMNTS	543	-	-	-	-	-
Totals		985,801	1,125,948	597,482	672,378	466,511	472,925

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Preschool Program
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of the Preschool Program is to empower children to think, explore, and navigate the journey of learning.

Expenditure Summary

<i>Parks & Recreation - Preschool Program</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 57,117	\$ 47,310	\$ 19,801	\$ 62,858	\$ 28,150	\$ 29,483	-55.22%	4.74%	
Personnel Benefits	15,190	15,428	7,389	12,808	10,549	10,800	-17.64%	2.38%	
Supplies	12,712	13,736	2,193	8,600	10,000	10,000	16.28%	0.00%	
Services	675	490	-	1,500	1,500	1,500	0.00%	0.00%	
Expenditure Total	\$ 85,694	\$ 76,963	\$ 29,383	\$ 85,766	\$ 50,199	\$ 51,783	-41.47%	3.16%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.201.11.00	SALARIES	40,877	24,695	15,810	41,958	28,150	29,483
000.07.571.201.12.00	EXTRA LABOR	16,240	22,614	3,991	20,900	-	-
000.07.571.201.21.00	FICA	4,359	3,475	1,365	8,623	2,153	2,255
000.07.571.201.23.00	PERS	6,722	5,143	2,505	5,329	3,268	3,022
000.07.571.201.24.00	INDUSTRIAL INSURANCE	1,586	1,722	37	(1,697)	169	169
000.07.571.201.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	3	23	37	-	42	44
000.07.571.201.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	451	267	182	381	298	322
000.07.571.201.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	2,070	4,798	3,263	172	4,619	4,988
000.07.571.201.31.00	OFFICE & OPERATING SUPPLIES	12,712	13,736	2,193	8,600	10,000	10,000
000.07.571.201.41.00	PROFESSIONAL SERVICES	421	-	-	1,000	1,000	1,000
000.07.571.201.42.00	COMMUNICATION	74	-	-	-	-	-
000.07.571.201.49.00	MISCELLANEOUS	181	490	-	500	500	500
Totals		85,694	76,963	29,383	85,766	50,199	51,783

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Youth Programs
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of the youth programs is to provide youth a foundation for a well-rounded, balanced life by offering activities and programs to build healthy active lifestyles. These programs keep youth busy and safe during out of school hours and foster relationships to last a lifetime.

Expenditure Summary

<i>Parks & Recreation - Youth Programs</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 268,462	\$ 280,816	\$ 90,233	\$ 336,472	\$ 218,748	\$ 219,847	-34.99%	0.50%
Personnel Benefits	82,825	81,834	44,446	107,047	94,023	95,822	-12.17%	1.91%
Supplies	17,191	29,790	3,744	28,500	20,000	20,000	-29.82%	0.00%
Services	27,448	29,106	98	40,200	30,500	30,500	-24.13%	0.00%
Expenditure Total	\$ 395,925	\$ 421,546	\$ 138,521	\$ 512,219	\$ 363,271	\$ 366,169	-29.08%	0.80%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.202.11.00	SALARIES	84,534	79,636	63,463	138,597	139,248	140,347
000.07.571.202.12.00	EXTRA LABOR	183,928	201,179	26,770	197,875	79,500	79,500
000.07.571.202.21.00	FICA	20,366	21,284	6,739	37,961	16,734	16,818
000.07.571.202.23.00	PERS	17,799	16,817	9,398	17,602	18,474	16,423
000.07.571.202.24.00	INDUSTRIAL INSURANCE	18,371	18,315	4,925	8,963	11,433	11,433
000.07.571.202.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	8	202	195	-	324	325
000.07.571.202.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	788	783	679	1,095	1,242	1,342
000.07.571.202.25.97	SELF-INSURED MEDICAL & DENTAL	25,493	24,433	22,510	41,426	45,816	49,481
000.07.571.202.31.00	OFFICE & OPERATING SUPPLIES	17,191	29,790	3,744	28,500	20,000	20,000
000.07.571.202.41.00	PROFESSIONAL SERVICES	15,605	19,337	-	24,200	14,000	14,000
000.07.571.202.45.00	OPERATING RENTALS & LEASES	53	1,573	82	-	-	-
000.07.571.202.49.00	MISCELLANEOUS	11,790	8,195	16	16,000	16,500	16,500
Totals		395,925	421,546	138,521	512,219	363,271	366,169

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Teen Programs
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of Teen Programs is to provide social and recreational programs to teens in a safe and positive environment that will enhance personal and social skills, teach responsibility and leadership, and promote a healthy active lifestyle.

Expenditure Summary

<i>Parks & Recreation - Teen Programs</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 115,576	\$ 136,173	\$ 46,813	\$ 132,272	\$ 117,117	\$ 118,393	-11.46%	1.09%
Personnel Benefits	45,405	50,278	27,539	53,875	54,275	55,689	0.74%	2.61%
Supplies	8,003	12,592	1,775	7,650	7,500	7,500	-1.96%	0.00%
Services	13,563	18,793	1,588	13,230	13,200	13,200	-0.23%	0.00%
Expenditure Total	\$ 182,547	\$ 217,836	\$ 77,715	\$ 207,027	\$ 192,092	\$ 194,782	-7.21%	1.40%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.203.11.00	SALARIES	64,150	70,459	37,910	72,022	72,117	73,393
000.07.571.203.12.00	EXTRA LABOR	51,426	65,714	8,903	60,250	45,000	45,000
000.07.571.203.21.00	FICA	8,773	10,316	3,528	10,224	8,959	9,057
000.07.571.203.23.00	PERS	9,484	10,639	5,259	9,147	9,679	8,676
000.07.571.203.24.00	INDUSTRIAL INSURANCE	6,517	7,353	2,614	7,702	6,497	6,497
000.07.571.203.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	4	104	100	-	173	175
000.07.571.203.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	581	631	439	637	679	733
000.07.571.203.25.97	SELF-INSURED MEDICAL & DENTAL	20,046	21,234	15,599	26,165	28,288	30,551
000.07.571.203.31.00	OFFICE & OPERATING SUPPLIES	8,003	12,592	1,775	7,650	7,500	7,500
000.07.571.203.41.00	PROFESSIONAL SERVICES	4,181	5,441	-	5,050	5,000	5,000
000.07.571.203.43.00	TRAVEL	746	3,162	-	-	-	-
000.07.571.203.45.00	OPERATING RENTALS & LEASES	324	1,407	30	180	200	200
000.07.571.203.49.00	MISCELLANEOUS	8,312	8,783	1,558	8,000	8,000	8,000
Totals		182,547	217,836	77,715	207,027	192,092	194,782

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Youth Free Services
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of Youth Free Services (formerly "Youth Wellness & Enrichment") is to offer youth programs at no cost to participate in a wide variety of activities including Rec Time, Playground and Summer Sack Lunch.

Expenditure Summary

<i>Parks & Recreation - Youth Free Services</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 44,036	\$ 27,345	\$ 94,067	\$ 102,300	\$ 81,617	\$ 82,893	-20.22%	1.56%
Personnel Benefits	15,494	10,625	49,077	40,367	38,613	39,440	-4.35%	2.14%
Supplies	3,154	3,991	15,327	2,500	4,400	4,400	76.00%	0.00%
Services	1,509	585	-	-	-	-	0.00%	0.00%
Expenditure Total	\$ 64,193	\$ 42,546	\$ 158,471	\$ 145,167	\$ 124,630	\$ 126,733	-14.15%	1.69%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.204.11.00	SALARIES	5,041	15,468	94,067	72,022	72,117	73,393
000.07.571.204.12.00	EXTRA LABOR	38,995	11,877	-	30,278	9,500	9,500
000.07.571.204.21.00	FICA	3,355	2,075	7,085	8,229	6,244	6,341
000.07.571.204.23.00	PERS	3,742	2,437	12,097	9,147	8,648	7,766
000.07.571.204.24.00	INDUSTRIAL INSURANCE	2,033	1,751	3,433	4,850	3,470	3,470
000.07.571.204.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	4	104	100	-	121	123
000.07.571.204.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	254	180	777	637	679	733
000.07.571.204.25.97	SELF-INSURED MEDICAL & DENTAL	6,105	4,078	25,585	17,504	19,451	21,007
000.07.571.204.31.00	OFFICE & OPERATING SUPPLIES	3,154	3,991	15,327	2,500	4,400	4,400
000.07.571.204.41.00	PROFESSIONAL SERVICES	1,480	500	-	-	-	-
000.07.571.204.49.00	MISCELLANEOUS	29	85	-	-	-	-
Totals		64,193	42,546	158,471	145,167	124,630	126,733

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Wellness & Enrichment
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of Wellness and Enrichment (formerly "Adult Wellness & Enrichment") and is to offer community members and visitors of all abilities the opportunity to participate in a wide variety of physical exercise, sports, and special interest activities.

Expenditure Summary

<i>Parks & Recreation - Wellness & Enrichment</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 127,715	\$ 130,061	\$ 91,004	\$ 112,660	\$ 88,999	\$ 90,563	-21.00%	1.76%	
Personnel Benefits	53,578	57,088	45,616	51,307	48,972	50,367	-4.55%	2.85%	
Supplies	14,151	23,551	6,000	8,550	10,000	10,000	16.96%	0.00%	
Services	68,922	68,972	37,121	71,000	44,500	44,500	-37.32%	0.00%	
Expenditure Total	\$ 264,366	\$ 279,673	\$ 179,741	\$ 243,517	\$ 192,471	\$ 195,430	-20.96%	1.54%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.206.11.00	SALARIES	105,565	102,704	80,482	88,660	88,999	90,563
000.07.571.206.12.00	EXTRA LABOR	21,464	27,316	10,522	24,000	-	-
000.07.571.206.13.00	OVERTIME	686	40	-	-	-	-
000.07.571.206.21.00	FICA	9,711	9,888	6,894	7,132	6,808	6,928
000.07.571.206.23.00	PERS	13,772	14,376	10,931	11,260	10,333	9,283
000.07.571.206.24.00	INDUSTRIAL INSURANCE	5,350	5,130	3,015	6,133	2,660	2,660
000.07.571.206.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	5	128	124	-	132	134
000.07.571.206.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	795	893	732	706	751	811
000.07.571.206.25.97	SELF-INSURED MEDICAL & DENTAL	23,944	26,673	23,920	26,076	28,288	30,551
000.07.571.206.31.00	OFFICE & OPERATING SUPPLIES	14,151	23,551	6,000	8,550	10,000	10,000
000.07.571.206.41.00	PROFESSIONAL SERVICES	55,695	55,327	28,000	59,300	39,000	39,000
000.07.571.206.42.00	COMMUNICATION	3,448	3,713	1,534	3,600	3,000	3,000
000.07.571.206.44.00	ADVERTISING	-	65	-	-	-	-
000.07.571.206.48.00	REPAIRS & MAINTENANCE	3,828	3,335	825	7,200	2,000	2,000
000.07.571.206.49.00	MISCELLANEOUS	5,951	6,533	6,762	900	500	500
Totals		264,366	279,673	179,741	243,517	192,471	195,430

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Senior Adult Programs
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of the Senior Adult Programs division is to promote and provide a variety of recreational, fitness, social, educational, and social services for senior adults 50 years of age or older. The City collaborates with a variety of agencies which allows Tukwila seniors to age in place and remain independent, so they can continue to live in the community.

Expenditure Summary

<i>Parks & Recreation - Senior Adult Programs</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 117,553	\$ 128,616	\$ 135,265	\$ 237,607	\$ 186,413	\$ 189,651	-21.55%	1.74%	
Personnel Benefits	49,859	54,949	64,472	109,245	90,762	92,779	-16.92%	2.22%	
Supplies	4,912	3,880	7,630	11,000	3,000	3,000	-72.73%	0.00%	
Services	11,189	81,095	77,103	62,000	8,000	8,000	-87.10%	0.00%	
Expenditure Total	\$ 183,512	\$ 268,540	\$ 284,470	\$ 419,852	\$ 288,175	\$ 293,430	-31.36%	1.82%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.207.11.00	SALARIES	98,470	109,851	131,635	210,607	183,813	187,051
000.07.571.207.12.00	EXTRA LABOR	19,083	18,765	3,461	27,000	2,600	2,600
000.07.571.207.13.00	OVERTIME	-	-	169	-	-	-
000.07.571.207.21.00	FICA	8,817	9,704	10,340	18,087	14,261	14,508
000.07.571.207.23.00	PERS	14,137	16,520	17,397	26,318	21,416	19,239
000.07.571.207.24.00	INDUSTRIAL INSURANCE	3,768	3,952	4,277	7,433	5,541	5,541
000.07.571.207.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	11	266	256	-	276	281
000.07.571.207.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	814	946	1,128	1,439	1,529	1,652
000.07.571.207.25.97	SELF-INSURED MEDICAL & DENTAL	22,313	23,562	31,074	55,968	47,739	51,558
000.07.571.207.31.00	OFFICE & OPERATING SUPPLIES	4,912	3,880	7,630	11,000	3,000	3,000
000.07.571.207.41.00	PROFESSIONAL SERVICES	3,650	70,430	75,000	45,900	2,000	2,000
000.07.571.207.43.00	TRAVEL	2,009	2,994	278	2,100	500	500
000.07.571.207.44.00	ADVERTISING	-	33	-	-	-	-
000.07.571.207.45.00	OPERATING RENTALS & LEASES	-	-	-	2,000	-	-
000.07.571.207.49.00	MISCELLANEOUS	5,530	7,638	1,825	12,000	5,500	5,500
Totals		183,512	268,540	284,470	419,852	288,175	293,430

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Comm. Events & Vol.
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of the Community Events and Volunteers Division is to promote and provide opportunities for connections between City staff, Tukwila residents, community organizations and local businesses through the provision of community events and volunteer opportunities.

Expenditure Summary

<i>Parks & Recreation - Community Events & Volunteers</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 83,857	\$ 68,932	\$ 36,515	\$ 76,760	\$ 73,017	\$ 74,293	-4.88%	1.75%
Personnel Benefits	37,436	32,507	19,892	36,107	41,811	43,069	15.80%	3.01%
Supplies	13,180	18,412	1,649	21,400	12,000	12,000	-43.93%	0.00%
Services	48,966	23,561	1,373	48,450	9,500	9,500	-80.39%	0.00%
Expenditure Total	\$ 183,440	\$ 143,412	\$ 59,429	\$ 182,717	\$ 136,328	\$ 138,862	-25.39%	1.86%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.210.11.00	SALARIES	75,343	64,355	36,515	64,210	70,917	72,193
000.07.571.210.12.00	EXTRA LABOR	3,238	4,578	-	12,550	2,100	2,100
000.07.571.210.13.00	OVERTIME	5,275	-	-	-	-	-
000.07.571.210.21.00	FICA	6,241	5,195	2,726	(6,322)	5,586	5,683
000.07.571.210.23.00	PERS	10,468	8,653	4,696	18,448	8,294	7,454
000.07.571.210.24.00	INDUSTRIAL INSURANCE	2,601	1,708	940	5,041	2,839	2,839
000.07.571.210.24.01	INDUSTRIAL INSURANCE	10	1	-	-	-	-
000.07.571.210.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	8	204	-	-	108	110
000.07.571.210.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	773	730	409	1,107	679	733
000.07.571.210.25.97	SELF-INSURED MEDICAL & DENTAL	17,335	16,016	11,121	17,833	24,305	26,250
000.07.571.210.31.00	OFFICE & OPERATING SUPPLIES	13,180	18,412	1,649	21,400	12,000	12,000
000.07.571.210.41.00	PROFESSIONAL SERVICES	29,026	17,257	1,037	31,300	2,000	2,000
000.07.571.210.41.01	SPECIAL EVENTS PRO SERVICES	6,210	-	-	-	3,000	3,000
000.07.571.210.42.02	PHONE & SECURITY LINE	-	-	-	500	-	-
000.07.571.210.43.00	TRAVEL	192	-	-	600	-	-
000.07.571.210.44.00	ADVERTISING	8,351	4,622	-	10,000	4,000	4,000
000.07.571.210.45.00	OPERATING RENTALS & LEASES	4,094	-	-	4,000	-	-
000.07.571.210.45.01	SPECIAL EVENTS OPER RENTALS	-	-	-	-	500	500
000.07.571.210.49.01	SP EVENTS PRINTING & BINDING	233	-	-	1,000	-	-
000.07.571.210.49.02	SP EVENTS OTHER	860	1,682	336	1,050	-	-
Totals		183,440	143,412	59,429	182,717	136,328	138,862

DEPARTMENT: Recreation (07)**FUND:** General**RESPONSIBLE MANAGER:** Rick Still**DIVISION:** Planning & Business Operations**FUND NUMBER:** 000**POSITION:** Parks & Recreation Director**Description**

Expenditures and FTEs that were previously accounted for in the Planning & Business Operations Division are now reported in the Administration and Recreation Administration divisions. The schedules below are included for historical purposes.

Expenditure Summary

<i>Parks & Recreation - Planning & Business Operations</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	-	
Personnel Benefits	99	-	-	-	-	-	0.00%	-	
Supplies	195	-	-	-	-	-	0.00%	-	
Services	928	-	-	-	-	-	0.00%	-	
Expenditure Total	\$ 1,221	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	-	

General Ledger Code Details**Expenditure**

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.211.24.00	INDUSTRIAL INSURANCE	99	-	-	-	-	-
000.07.571.211.31.00	OFFICE & OPERATING SUPPLIES	195	-	-	-	-	-
000.07.571.211.45.94	EQUIPMENT RENTAL- REPLACEMENT	928	-	-	-	-	-
Totals		1,221	-	-	-	-	-

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Rental Operations
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of the Rental Operations Division is to promote and schedule the use of rental spaces in the Parks and Recreation system. All rental use of the system-wide facilities is coordinated and supervised by the division including the Community Center, picnic shelters, ball fields, and rental services (equipment rental). Fees are collected to offset costs.

Expenditure Summary

<i>Parks & Recreation - Rental Operations</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 114,288	\$ 116,567	\$ 90,388	\$ 192,623	\$ 166,771	\$ 171,930	-13.42%	3.09%	
Personnel Benefits	39,667	41,751	44,582	77,415	76,517	78,525	-1.16%	2.62%	
Supplies	51,647	21,591	4,702	32,300	17,000	17,000	-47.37%	0.00%	
Services	29,863	13,083	3,325	14,925	6,500	6,500	-56.45%	0.00%	
Expenditure Total	\$ 235,465	\$ 192,992	\$ 142,997	\$ 317,263	\$ 266,788	\$ 273,955	-15.91%	2.69%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.571.212.11.00	SALARIES	62,458	64,859	78,086	135,803	143,771	148,930
000.07.571.212.12.00	EXTRA LABOR	51,738	51,677	12,040	56,820	23,000	23,000
000.07.571.212.13.00	OVERTIME	91	31	262	-	-	-
000.07.571.212.21.00	FICA	8,715	8,893	6,871	24,569	12,758	13,153
000.07.571.212.23.00	PERS	10,813	11,808	13,035	17,247	17,359	15,855
000.07.571.212.24.00	INDUSTRIAL INSURANCE	6,315	6,243	4,050	254	7,281	7,281
000.07.571.212.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	8	201	199	-	247	254
000.07.571.212.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	714	757	858	1,241	1,347	1,455
000.07.571.212.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	13,101	13,850	19,569	34,104	37,525	40,527
000.07.571.212.31.01	OFFICE & OPERATING SUPPLIES	4,117	-	-	300	-	-
000.07.571.212.31.02	OFFICE & OPERATING SUPPLIES	19,340	3,743	659	4,000	3,000	3,000
000.07.571.212.31.03	OFFICE & OPERATING SUPPLIES	5,703	54	43	6,000	4,000	4,000
000.07.571.212.34.03	ITEMS PURCH. FOR INVENT/RESALE	22,488	17,794	4,000	22,000	10,000	10,000
000.07.571.212.41.02	PROFESSIONAL SERVICES	353	618	-	700	-	-
000.07.571.212.42.00	COMMUNICATION	221	448	-	-	-	-
000.07.571.212.43.00	TRAVEL	-	-	46	325	-	-
000.07.571.212.44.00	ADVERTISING	6,726	8,938	-	6,700	5,000	5,000
000.07.571.212.45.01	OPERATING RENTALS & LEASES	2,434	1,837	836	500	500	500
000.07.571.212.45.02	OPERATING RENTALS & LEASES	276	397	-	1,500	500	500
000.07.571.212.48.01	REPAIRS & MAINTENANCE-EQUIPMENT	17,894	-	-	-	-	-
000.07.571.212.48.03	REPAIRS & MAINTENANCE	-	-	2,443	1,500	-	-
000.07.571.212.49.01	MISCELLANEOUS	-	-	-	2,000	-	-
000.07.571.212.49.02	MISCELLANEOUS	-	846	-	1,700	500	500
000.07.571.212.49.18	MISCELLANEOUS-CREDIT CARD FEES	1,960	-	-	-	-	-
Totals		235,465	192,992	142,997	317,263	266,788	273,955

DEPARTMENT: Parks (15)**FUND:** General**RESPONSIBLE MANAGER:** Rick Still**DIVISION:** Parks Maintenance**FUND NUMBER:** 000**POSITION:** Parks & Recreation Director**Description**

The Tukwila Parks, Trails and Open Space system is comprised of 159 acres of green space, including Fort Dent Park (home of Starfire Sports Complex and the Seattle Sounders FC), Duwamish Hill Preserve, the Tukwila Community Center, 11 neighborhood parks, 3 mini parks, 4 Fire Stations, City Hall grounds, a Skate Park, Spray Park, a Japanese Garden, 15 neighborhood foot trails and 11 miles of regional trails. A broad range of equipment and skilled workers are needed to maintain and improve the great variety of trees, shrubs, annuals, turf irrigation systems, maintenance equipment and outdoor equipment.

Expenditure Summary

<i>Parks & Recreation - Parks Maintenance</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 683,210	\$ 731,737	\$ 706,152	\$ 795,962	\$ 685,726	\$ 712,192	-13.85%	3.86%
Personnel Benefits	307,601	320,726	353,381	361,488	322,147	331,494	-10.88%	2.90%
Supplies	106,149	123,764	104,400	59,400	71,000	71,000	19.53%	0.00%
Services	418,259	499,903	380,581	439,548	414,702	419,504	-5.65%	1.16%
Expenditure Total	\$ 1,515,219	\$ 1,676,131	\$ 1,544,514	\$ 1,656,398	\$ 1,493,575	\$ 1,534,190	-9.83%	2.72%

General Ledger Code Details**Expenditure**

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.15.576.800.11.00	SALARIES	644,601	668,505	699,369	743,825	634,726	661,192
000.15.576.800.12.00	EXTRA LABOR	38,225	62,891	6,013	50,000	51,000	51,000
000.15.576.800.13.00	OVERTIME	385	341	770	2,137	-	-
000.15.576.800.21.00	FICA	53,016	55,895	54,616	62,544	52,458	54,482
000.15.576.800.23.00	PERS	87,888	92,418	92,488	94,466	80,457	74,884
000.15.576.800.24.00	INDUSTRIAL INSURANCE	18,591	20,237	24,267	26,853	25,543	25,543
000.15.576.800.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	47	1,136	1,148	-	1,015	1,054
000.15.576.800.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	5,664	8,603	12,000	6,254	5,584	6,030
000.15.576.800.25.97	SELF-INSURED MEDICAL & DENTAL	139,919	137,894	147,018	169,421	155,140	167,551
000.15.576.800.26.00	UNEMPLOYMENT COMPENSATION	930	3,221	20,000	-	-	-
000.15.576.800.28.00	UNIFORM CLOTHING	1,545	1,324	1,844	1,950	1,950	1,950
000.15.576.800.31.00	OFFICE & OPERATING SUPPLIES	19,353	57,057	10,000	3,500	13,000	13,000
000.15.576.800.31.01	REPAIRS & MAINTENANCE SUPPLIES	61,070	37,938	64,400	46,600	46,000	46,000
000.15.576.800.31.11	TREES/PLANTS/FLOWERS	1,990	3,725	7,000	-	-	-
000.15.576.800.31.17	EQUIPMENT PARTS PLAYGROUND	13,148	15,185	10,000	6,300	4,000	4,000
000.15.576.800.34.00	FUEL	-	-	3,000	-	3,000	3,000
000.15.576.800.35.00	SMALL TOOLS & MINOR EQUIPMENT	10,587	9,860	10,000	3,000	5,000	5,000
000.15.576.800.41.00	PROFESSIONAL SERVICES	27,100	71,969	55,000	20,000	20,000	20,000
000.15.576.800.41.02	FORT DENT CUSTODIAL CLEANING	10,379	9,965	9,000	9,000	9,000	9,000
000.15.576.800.41.03	SECURITY SERVICES	15,400	17,800	17,800	12,604	22,800	22,800
000.15.576.800.42.00	COMMUNICATION	4,631	7,016	6,000	700	6,000	6,000
000.15.576.800.43.00	TRAVEL	213	2,960	100	225	-	-
000.15.576.800.44.00	ADVERTISING	-	60	169	-	-	-

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.15.576.800.45.00	OPERATING RENTALS AND LEASES	9,332	9,954	7,000	7,000	7,728	7,728
000.15.576.800.45.94	EQUIPMENT RENTAL - REPLACEMENT	15,582	33,382	7,791	15,582	9,244	6,679
000.15.576.800.45.95	EQUIPMENT RENTAL - O & M	72,996	82,545	38,998	77,996	78,130	85,497
000.15.576.800.47.00	PUBLIC UTILITY SERVICES	-	-	-	5,778	-	-
000.15.576.800.47.21	PUBLIC UTILITY SERVICES-ELECTRICITY	12,368	13,115	14,000	14,124	12,000	12,000
000.15.576.800.47.22	PUBLIC UTILITY SERVICES-GAS	751	643	800	856	800	800
000.15.576.800.47.25	PUBLIC UTILITY SERVICES-WATER/SEW	104,711	105,608	70,000	104,714	85,000	85,000
000.15.576.800.47.26	PUBLIC UTILITY SERVICES-SURFACE WA	132,805	138,940	138,923	156,969	142,000	142,000
000.15.576.800.47.28	PUBLIC UTILITY SERVICES-SOLID WASTE	-	-	-	1,000	-	-
000.15.576.800.48.00	REPAIRS AND MAINTENANCE	7,343	3,566	10,000	8,000	14,000	14,000
000.15.576.800.48.01	TREE MAINTENANCE	-	-	-	2,000	5,000	5,000
000.15.576.800.49.00	MISCELLANEOUS	4,647	2,380	5,000	3,000	3,000	3,000
Totals		1,515,219	1,676,131	1,544,514	1,656,398	1,493,575	1,534,190

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Library advisory Board
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The Library Advisory Board meets monthly on library issues and serves in an advisory role to the City council. Board members continually work for better library services for the residents of Tukwila

The Advisory Board consists of 5-7 members and one student representative.

Expenditure Summary

<i>Parks & Recreation - Library Advisory Board</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Supplies	766	2,469	2,104	4,000	3,200	3,200	-20.00%	0.00%	
Services	610	1,160	979	-	928	928	#DIV/0!	0.00%	
Expenditure Total	\$ 1,377	\$ 3,630	\$ 3,083	\$ 4,000	\$ 4,128	\$ 4,128	3.20%	0.00%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.572.210.31.00	OFFICE & OPERATING SUPPLIES	766	2,469	2,104	4,000	3,200	3,200
000.07.572.210.41.00	PROFESSIONAL SERVICES	360	900	500	-	720	720
000.07.572.210.49.00	MISCELLANEOUS	250	260	479	-	208	208
Totals		1,377	3,630	3,083	4,000	4,128	4,128

DEPARTMENT: Recreation (07)
FUND: General
RESPONSIBLE MANAGER: Rick Still

DIVISION: Arts Commission
FUND NUMBER: 000
POSITION: Parks & Recreation Director

Description

The mission of the Tukwila Arts Commission is to promote all artistic and cultural activities within the City for the ultimate enjoyment of visual and performing arts by our residents, businesses, and visitors.

The Commission is made up of 5-7 members and one student representative.

Expenditure Summary

<i>Parks & Recreation - Arts Commission</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Supplies	3,605	5,145	100	9,035	2,900	2,900	-67.90%	0.00%
Services	15,660	17,888	9,900	14,465	15,800	15,800	9.23%	0.00%
Expenditure Total	\$ 19,265	\$ 23,033	\$ 10,000	\$ 23,500	\$ 18,700	\$ 18,700	-20.43%	0.00%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.07.573.200.31.00	OFFICE & OPERATING SUPPLIES	1,992	5,145	100	1,000	500	500
000.07.573.200.31.01	COMMUNITY ART SUPPLIES	1,613	-	-	8,035	2,400	2,400
000.07.573.200.41.00	PROFESSIONAL SERVICES	7,290	1,021	-	-	3,000	3,000
000.07.573.200.41.01	RAINIER SYMPHONY	7,000	7,000	2,500	7,000	5,500	5,500
000.07.573.200.41.01	COMMUNITY MINI GRANTS	-	-	-	-	5,000	5,000
000.07.573.200.41.03	K.C. CULTURAL EDUCATION GRANT	81	9,346	5,000	5,000	-	-
000.07.573.200.44.00	ADVERTISING	129	-	2,000	450	1,500	1,500
000.07.573.200.48.00	REPAIRS & MAINTENANCE	-	-	-	-	400	400
000.07.573.200.49.00	MISCELLANEOUS	1,160	521	400	2,015	400	400
Totals		19,265	23,033	10,000	23,500	18,700	18,700

DEPARTMENT: Parks (15)**FUND:** General**RESPONSIBLE MANAGER:** Rick Still**DIVISION:** Park Commission**FUND NUMBER:** 000**POSITION:** Parks & Recreation Director**Description**

The Park Commission's foremost responsibility is to advise the Administration and City Council about recreation services and park related issues such as land acquisition, development, expansion, and operation.

The Park Commission typically reviews proposed fees and charges and hosts meetings for neighbors of proposed parks.

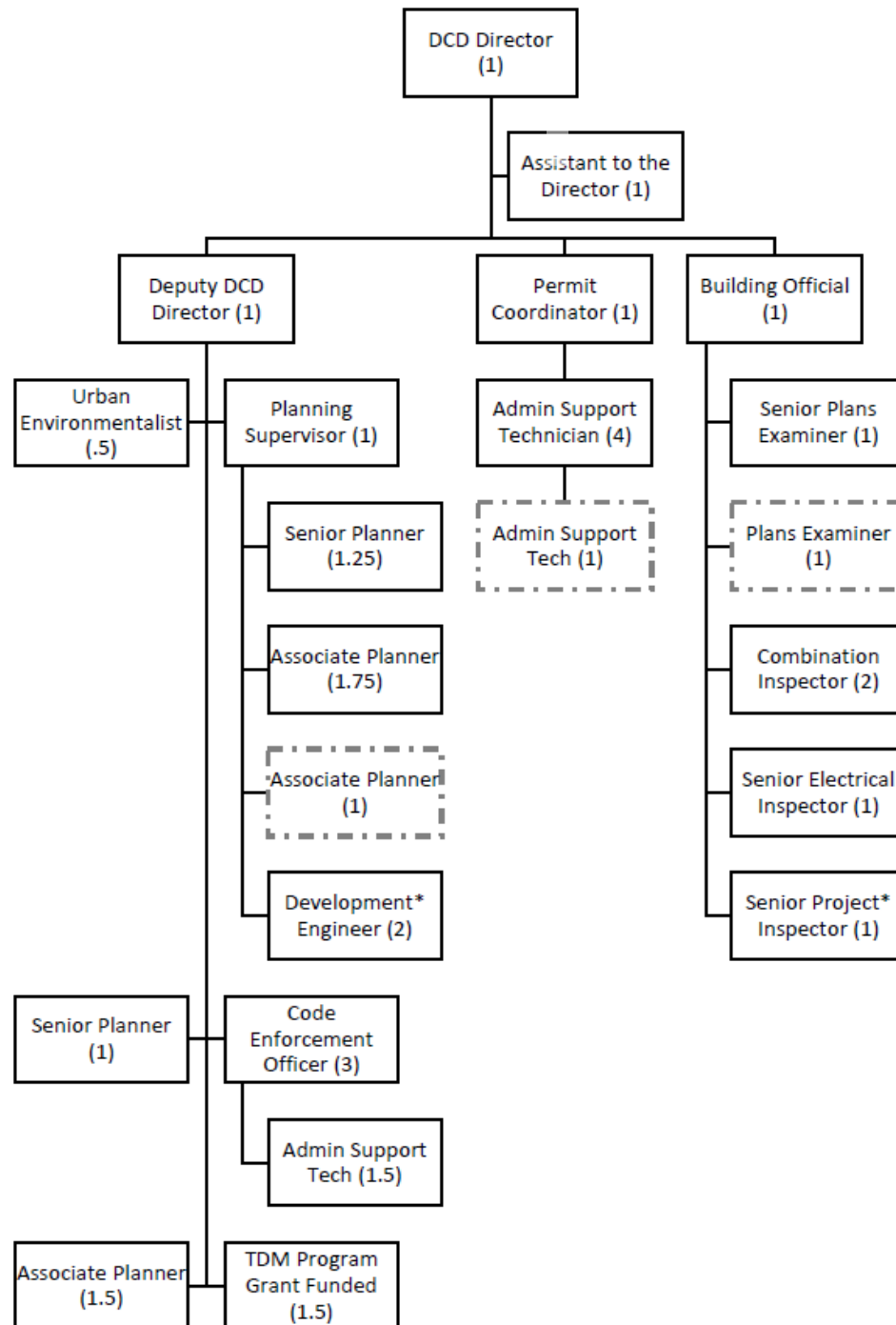
Expenditure Summary

<i>Parks & Recreation - Parks Commission</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Supplies	2,088	2,962	1,000	1,688	1,350	1,350	-20.02%	0.00%
Services	748	294	1,878	1,600	1,280	1,280	-20.00%	0.00%
Expenditure Total	\$ 2,836	\$ 3,256	\$ 2,878	\$ 3,288	\$ 2,630	\$ 2,630	-20.01%	0.00%

General Ledger Code Details**Expenditure**

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.15.576.800.31.00	OFFICE & OPERATING SUPPLIES	2,088	2,962	1,000	1,688	1,350	1,350
000.15.576.800.49.00	MISCELLANEOUS	748	294	1,878	1,600	1,280	1,280
Totals		2,836	3,256	2,878	3,288	2,630	2,630

Community Development



----- Frozen Position

*Also reports to Public Works Deputy Director/City Engineer

DEPARTMENT: Community Development (08)**FUND:** General**RESPONSIBLE MANAGER:** Jack Pace**FUND NUMBER:** 000**POSITION:** DCD Director

Description

The Department of Community Development is organized into three divisions: Building, Permit Coordination, and Planning. Administration oversees the functions of all four divisions and provides reception and clerical support to the department. The Director is the SEPA responsible official for environmental review, chairman of the Development Review Committee and Short Subdivision Committee, and coordinator of regional planning issues.

2019-2020 Accomplishments

- ◆ Adopted updated critical areas and shoreline codes to comply with State mandated update schedule and to implement Comprehensive Plan goals of the Natural Environment Element. **Strategic Goals 3 & 4.**
- ◆ Conducted extensive marketing and outreach to modify Tukwila's transportation mode split including outreach to diverse communities, such as Veterans, individuals with limited English proficiency, and elderly and low-income populations using the CTR grants. **Strategic Goals 3 & 4.**
- ◆ Implemented the recently adopted updates to Accessory Dwelling Unit regulations along with an ADU amnesty program to improve life safety conditions. Followed up on the community concerns with the adopted regulations and started the process of second round of updates. **Strategic Goals 1 & 2.**
- ◆ Applied for HB 1923 grant and received \$100,000 to create a Housing Action Plan for Tukwila. Partnered with other South King County cities to work housing policies analysis tool for a portion of the grant. **Strategic Goals 1 & 2.**
- ◆ Enhanced the Rental Housing Licensing and Inspection Program and made progress on making the process paperless. **Strategic Goal 2.**
- ◆ Completed several large construction projects such as the 19 story Hotel Interurban, five story Holiday Inn Express, SHAG Tukwila Village Senior Living Buildings D, E, and Community Commons Building C, four story Woodsprings Suites Hotel, Marvelle Apartments and Chick-Fil-A. Received and reviewed plans and inspected School Bond projects including Foster High School \$34 million addition/remodel, and City Public Safety Bond projects including Justice Center and Fire Station 51 and 52, Tru by Hilton hotel, Westin Hotel, King Lasik medical office building, and Holden Assisted Living facility. **Strategic Goals 1, 3 & 4.**

- ◆ Pre-COVID, maintained a 24-hour turnaround time for building inspections. **Strategic Goals 2 & 4.**
- ◆ Issued 3,651 permits valued at \$272,689,777 through June 2020 and revenue for Building, Fire and PW permits was \$7,067,608. **Strategic Goal 3.**
- ◆ Conducted 46 Pre-application meetings for potential projects. **Strategic Goal 3.**
- ◆ Continued Business & MF Recycling & Composting Outreach. Over 1,500 cubic yards of recycling increased per year as a result of multifamily property outreach efforts, and 234 cubic yards due to outreach to businesses. The 2020 Recycling Collection Event at TCC logged 517 carloads and a total of 85,875 (42.9 tons) of recyclable material collected, averaging out to 166 pounds of material per vehicle. In 2019, there were 300+ carloads and 47,065 pounds of recyclable material collected. **Strategic Goals 3 & 4.**
- ◆ Assisted in seeking System Access Grants from Sound Transit and received \$2 million for improvements along Longacres and design money to add sidewalks along S 152nd Street. **Strategic Goals 1, 3 & 5.**
- ◆ In 2020, began coordinating with Sound Transit, WSDOT, the City of SeaTac, and SRO on the I-405 Bus Rapid Transit (BRT) station at TIBS, including advocating for the extension of the pedestrian bridge further south to a future transit-oriented development (TOD) south of SR 518 on the SRO property. **Strategic Goals 1.**
- ◆ Began coordinating with SRO and the City of SeaTac on master plan concepts and preliminary code revisions needed for a transit-oriented development (TOD) on SRO's 25+ acre property south of SR 518. **Strategic Goals 3 & 4.**
- ◆ Consolidated permit center to include processing all permits associated with the Fire Marshal's Office and Public Works. 2 FTE was transferred to DCD as part of the Unified Permit Center study. **Strategic Goals 3 & 4.**
- ◆ In August 2020, the updated permit tracking system for all permits and projects accepted electronically and being reviewed through Bluebeam was launched. This was a joint effort between TIS and DCD to create processes, testing, training, and rollout. **Strategic Goals 4.**
- ◆ In September 2020, Bluebeam training for staff was completed. Plans are being submitted electronically for review will reduce turnaround time. Having plans submitted electronically online will reduce the turnaround time. **Strategic Goals 4.**
- ◆ Completed Phases I, 2 and 3 of the Urban Growth Capacity Analysis (formerly called Buildable Lands). **Strategic Goals 1**

2021-2022 Outcome Goals

- ◆ Complete second round of updates to Accessory Dwelling Units regulations **Strategic Goals 1 & 2.**
- ◆ Adopt Tukwila International Boulevard regulatory updates to implement the Comprehensive Plan vision **Strategic Goals 1 & 2.**
- ◆ Adopt subdivision amendments and residential standards and guidelines for Tukwila South. **Strategic Goals 3 & 4.**
- ◆ Implement the Sensitive Area regulations and Shoreline Master Program adopted by City Council in 2020 to meet best available science and State requirements. **Strategic Goals 1 & 5.**
- ◆ Update Tukwila's Sensitive Area maps to reflect new regulations and mitigation actions. **Strategic Goals 1 & 5.**
- ◆ Review and update short term rental regulations and residential definitions. **Strategic Goals 1 & 5.**
- ◆ Create an educational campaign for new tree regulations. **Strategic Goals 1 & 5.**
- ◆ Continue business, multi-family recycling and composting outreach. **Strategic Goals 3 & 4.**
- ◆ Modify Tukwila's transportation mode split through extensive marketing and outreach including diverse communities, such as Veterans, individuals with limited English proficiency, and elderly and low-income populations using the CTR grant. **Strategic Goals 3 & 4.**
- ◆ Urban Growth Capacity Analysis - Participate in the first regional geography caucuses. Review draft Countywide Planning Policies and targets which will be adopted by Growth Management Planning Council in June 2021. **Strategic Goal 1&2**
- ◆ To continue implementing the recommendations in the Tukwila Permit Process.
See projects listed below: **Strategic Goal 3 & 4**
 - Define the City's permitting and inspections system
 - Establish / enact the sequence and timing of implementation
 - Fill vacant positions
 - Designate the super users
 - Charter the initial user groups
 - Conduct refresher training
 - Identify and prioritize the operation processes and procedures
 - Review the website, handout materials and other public information.
- ◆ Below are specific actions for improving the permit process: **Strategic Goal 3 & 4**
 - Continue refinement of online permit submittals and electronic plan review.
 - Continue ongoing updates on the Permit Center website of handouts, tip sheets, and other documents for customers.

- Develop and refine benchmarks and performance indicators on initial review times, and subsequent submittals on all permits and projects.
 - Refinement of the Bluebeam Electronic Plan Submittal and Review process.
 - Implement virtual inspections for small Single-Family improvements.
 - Continue to improve plan review turnaround time.
- ◆ Adopt and implement 2018 State construction codes: Building Code, Mechanical Code, Plumbing Code and Energy Code in 2021. **Strategic Goal 3 & 4.**
 - ◆ Continue working with Sound Transit, WSDOT, and SRO on the I-405 Bus Rapid Transit (BRT) station at TIBS, including advocating for the extension of the pedestrian bridge further south to a future transit-oriented development (TOD) south of SR 518 on the SRO property. **Strategic Goals 3 & 4.**
 - ◆ Continue coordinating with SRO and the City of SeaTac on master plan concepts and preliminary code revisions needed for a transit-oriented development (TOD) on SRO's 25+ acre property south of SR 518. **Strategic Goal 3 & 4**
 - ◆ Adopt Tukwila Housing Action Plan **Strategic Goal 1 & 2**
 - ◆ Orillia Road Annexation **Strategic Goal 1& 5**
 - ◆ Contract for and prepare a development (Building, Planning, Fire & Public Works) review 100% cost recovery fee study. **Strategic Goal 3 & 4**
 - ◆ Begin analysis of any new requirements and background studies in preparation for the required Comprehensive Plan update in 2024. **Strategic Goal 1 & 5**
 - ◆ Adopt Tukwila International Blvd. Zoning Code update to implement the Comprehensive Plan vision. **Strategic Goal 1 & 2**

2021-2022 Indicators of Success

- ◆ All permits accepted online, and plans reviewed and issued electronically.
- ◆ The Department will make a series of improvements to the permit process based upon the recommendations in the Tukwila Permit Process Project Report.
- ◆ Transportation mode split shows higher usage of transit, van pools, bicycling and walking.
- ◆ Continued improvement in rental housing conditions.
- ◆ Implementation of Tukwila International Boulevard policies and strategies.
- ◆ Complete anticipated projects for 2021-2022.
- ◆ Continued increase in waste reduction and recycling by City businesses and residents.

Program Change Discussion

Department of Community Development: The budget reduction primarily impacts the programs below:

1. Customer Inquiries / Assistance, Permit Intake / Coordination, Constructions Permit review / Inspection and Current Planning – Respond to customer inquiries / assistance will increase from one to two days to four days or longer. The three frozen staff positions will result in longer process time for permits. As an example, permit times will increase from 4 to 6 weeks for the first review to 8 to 12 weeks or longer for the same review.
2. Comprehensive Plan Implementation / Regional Government Coordination – The frozen staff positions will result in less staff time on Plan Implementation such as housing issues and less time involved with regional issues such as Sound Transit.

Expenditure Summary

Community Development								
Expenditures By Program	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Administration	\$ 367,275	\$ 376,733	\$ 351,927	\$ 382,029	\$ 408,891	\$ 380,783	7.03%	-6.87%
Planning	1,272,047	1,193,311	988,549	1,241,593	1,143,560	1,142,600	-7.90%	-0.08%
Code Enforcement	413,235	509,242	457,258	490,203	559,085	580,802	14.05%	3.88%
Permit Coordination	312,818	369,116	405,245	431,641	925,694	952,627	114.46%	2.91%
Building Division	802,552	871,979	650,795	843,099	756,843	777,846	-10.23%	2.78%
Recycling Program	52,093	37,189	41,734	41,900	41,900	41,900	0.00%	0.00%
TDM Program	294,837	198,493	157,574	184,389	233,178	232,275	26.46%	-0.39%
Planning Commission	2,816	1,219	1,830	-	1,750	1,750	#DIV/0!	0.00%
Department Total	\$ 3,517,673	\$ 3,557,282	\$ 3,054,912	\$ 3,614,854	\$ 4,070,901	\$ 4,110,583	12.62%	0.97%

Community Development								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 2,085,147	\$ 2,146,696	\$ 1,935,556	\$ 2,317,563	\$ 2,591,415	\$ 2,672,079	11.82%	3.11%
Personnel Benefits	787,769	821,944	821,760	923,618	1,071,047	1,093,652	15.96%	2.11%
Supplies	72,135	47,014	13,350	22,680	16,030	16,030	-29.32%	0.00%
Services	572,621	541,627	284,246	350,993	392,409	328,822	11.80%	-16.20%
Department Total	\$ 3,517,673	\$ 3,557,282	\$ 3,054,912	\$ 3,614,854	\$ 4,070,901	\$ 4,110,583	12.62%	0.97%

Salary and Benefit Details

Community Development							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
DCD Director	1	1	\$ 164,590	\$ 61,259	1	\$ 167,834	\$ 61,924
Deputy DCD Director	1	1	136,464	56,351	1	139,157	57,344
Assistant to the Director	1	1	85,489	38,492	1	87,162	39,357
Planning Supervisor	1	1	123,720	53,520	1	125,915	54,567
Senior Planner	3.25	2.75	294,542	98,544	2.75	298,912	98,562
Assistant Planner	1.75	1	92,127	28,202	1	101,256	29,396
Urban Environmentalist	0.5	0.5	53,674	11,005	0.5	54,182	10,400
Transportation Program Manager	0	1	62,400	20,837	1	62,400	20,659
Transportation Outreach Coordinator	1.5	1	52,000	18,818	1	52,000	18,782
Code Enforcement Officer	3	3	239,032	123,652	3	249,797	127,887
Permit Coordinator	1	1	93,252	47,471	1	101,256	49,970
Senior Project Inspector	0	1	88,399	29,805	1	89,963	29,684
Engineer	0	2	196,130	87,214	2	201,722	89,434
Building Official	1	1	128,705	50,850	1	131,262	51,602
Senior Electrical Inspector	1	1	94,214	39,797	1	95,888	40,327
Senior Plans Examiner	1	1	84,144	36,834	1	88,468	38,084
Combination Inspector	2	2	158,400	93,266	2	164,908	96,863
Plans Examiner	1	0	-	-	0	-	-
Admin Support Technician	4.5	5.75	365,485	158,115	5.75	381,349	162,829
Extra Labor			70,728	14,464		70,728	13,539
Overtime			7,920	1,576		7,920	1,467
Clothing Allowance				975			975
Department Total	25.50	28.00	\$ 2,591,415	\$ 1,071,047	28.00	\$ 2,672,079	\$ 1,093,652

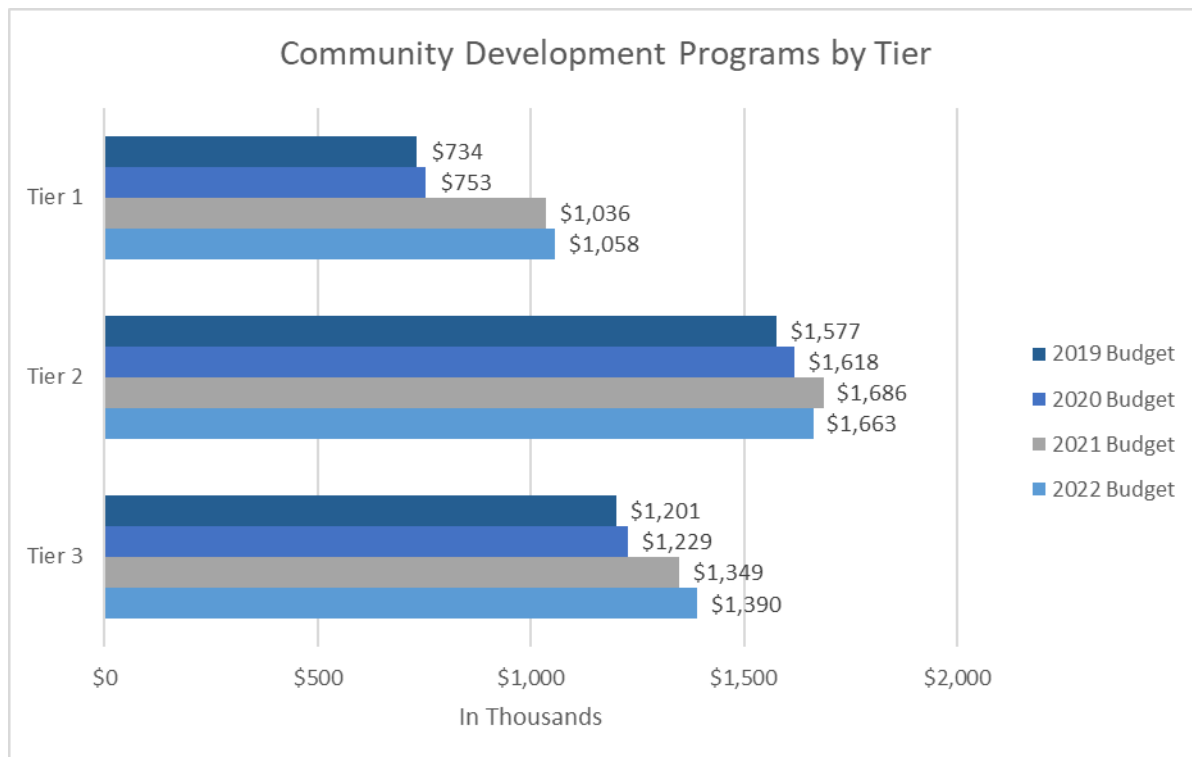
Department Detail

Staffing and Expenditure by Program

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Construction Permit Review and Inspection	5.49	753,409	20.9%	7.18	1,035,679	25.4%	1,058,342	25.7%
Customer Inquiries and Assistance	3.48	387,221	10.8%	3.54	429,413	10.5%	443,295	10.8%
Permit Intake and Coordination	2.50	370,625	10.3%	3.65	484,809	11.9%	503,838	12.3%
Current Planning	2.19	315,506	8.8%	1.91	294,718	7.2%	306,525	7.5%
Comprehensive Plan Implementation	2.05	350,840	9.7%	1.69	313,621	7.7%	315,621	7.7%
DCD Administration	1.70	325,506	9.0%	1.90	326,278	8.0%	332,927	8.1%
Code Enforcement	2.48	274,961	7.6%	2.33	296,876	7.3%	306,375	7.5%
Planning Commission, Board of Architectural Review and Hearing Examiner	1.39	193,686	5.4%	0.83	128,407	3.2%	131,252	3.2%
Trasportation Demand Management	1.50	183,851	5.1%	2.10	254,112	6.2%	253,588	6.2%
Regional Government Coordination	0.80	154,200	4.3%	0.61	113,604	2.8%	115,359	2.8%
Rental Housing	1.53	144,739	4.0%	1.68	284,814	7.0%	233,812	5.7%
Abatement	0.30	89,342	2.5%	0.15	34,715	0.9%	35,354	0.9%
Recycling	0.11	56,531	1.6%	0.20	73,855	1.8%	74,297	1.8%
PROGRAM TOTALS	25.5	3,600,417	100%	27.8	4,070,901	100%	4,110,583	100%

Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Community Development fall into the top three tiers with 25% of the budget allocated to Tier 1 and 41% allocated to Tier 2.



Program Descriptions

Building

Construction Permit Review and Inspection: Review Building, Plumbing, Electrical, Energy, and Mechanical Permits for compliance with State Building Code requirements.

Administration

DCD Administration: Provide leadership and management to program areas including: workplan, program budget, contract management, personnel management, training, city addressing and operations.

Regional Government Coordination: Participating on regional committees and task forces, outreach to neighboring jurisdictions (K4C, IJT, Housing Task Force, Metro/Sound Transit).

Planning Commission, Board of Architectural Review and Hearing Examiner: Hold hearings, issue decisions, and make recommendations to the City Council on land use matters as well as appeals hearings on administrative decisions.

Permit Coordination

Customer Inquiries and Assistance: Respond to or assign requests from public (such as Public Records Requests, Building Permit record, or zoning records).

Permit Intake and Coordination: Intake approximately 1,800 construction permits, manage review, and issue approval or denials.

Planning

Current Planning: Review of Building and Construction permits, sign permits, special permissions, wireless facilities, and review development proposals such as Plats, SEPA, and Shoreline Permits.

Comprehensive Plan Implementation: provide for legislative development of policies and regulations to implement Washington State Laws related to governance, environment and land use and implementation of the City Strategic Plan. (Such as Growth Management Act, Shoreline Management Act, State Environmental Policy Act and Annexation laws.)

Recycling: Grant Funded – provides education and support to improve waste prevention and recycling.

Transportation Demand Management: Grand Funded – Increase non-drive alone travel and reduce vehicle miles traveled.

Code Enforcement: Compliance with the City's laws and regulations for land use, zoning, building, housing, landscaping, and environmentally sensitive areas.

Rental Housing: Compliance with City's Rental Housing Ordinance and inspection requirement.

Abatement: A revolving budget fund to remove public nuisances.

Expenditure Detail - Supplies, Services and Other

Supplies include office and operating supplies, resale items for programs, and small tools. Services include professional services, travel, operating leases, equipment rental and replacement costs, utilities, and repair & maintenance, among others. Intergovernmental includes pass-through grant funds.

Community Development						
Account Name, Purpose	Actual			Budget		
	2018	2019	Projected 2020	2020	2021	2022
Salaries	\$ 2,020,788	\$ 2,094,493	\$ 1,912,573	\$ 2,236,641	\$ 2,512,767	\$ 2,593,431
Extra Labor	48,410	28,961	4,352	67,728	63,728	63,728
Overtime	15,950	23,242	18,631	13,194	14,920	14,920
FICA	157,652	161,014	146,793	176,893	198,243	204,414
Pension	258,613	264,927	247,801	286,549	300,864	273,928
Industrial Insurance	15,059	19,622	21,125	24,440	30,334	30,454
Healthcare	356,056	375,827	405,541	434,761	540,631	583,881
Unemployment	-	-	-	-	-	-
Clothing Allowance	389	554	500	975	975	975
Total Salaries & Benefits	2,872,916	2,968,640	2,757,316	3,241,181	3,662,462	3,765,731
Supplies	70,265	47,002	13,350	22,180	15,930	15,930
Small tools	1,870	12	-	500	100	100
Total Supplies	72,135	47,014	13,350	22,680	16,030	16,030
Professional services	376,068	329,414	153,289	129,820	189,778	128,820
Communication	11,630	11,820	10,724	7,280	7,280	7,280
Travel	6,591	7,441	904	5,000	2,016	2,016
Advertising	-	1,364	300	300	300	300
Operating leases	17,923	21,801	4,751	19,710	19,058	14,909
Utilities	1,712	-	4,445	2,500	2,500	2,500
Repair and maintenance	454	7,455	13,000	52,635	54,271	55,791
Miscellaneous	158,242	162,333	96,833	133,748	117,206	117,206
Total Services	572,621	541,627	284,246	350,993	392,409	328,822
Total Community Development	\$ 3,517,673	\$ 3,557,282	\$ 3,054,912	\$ 3,614,854	\$ 4,070,901	\$ 4,110,583

DEPARTMENT: Comm. Dev. (08)
FUND: General
RESPONSIBLE MANAGER: Jack Pace

DIVISION: Administration
FUND NUMBER: 000
POSITION: DCD Director

Description

The Community Development department is organized into three divisions: Building, Permit Coordination, and Planning and Community Services. Administration oversees the functions of Building, Planning, and Permit Coordination and provides reception and clerical support to the department. The Director is the SEPA responsible official for environmental review, chairman of the Development Review Committee, and Short Subdivision Committee, and coordinator of regional planning issues.

Expenditure Summary

Community Development - Administration								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 244,154	\$ 249,333	\$ 235,862	\$ 249,708	\$ 251,593	\$ 256,511	0.75%	1.95%
Personnel Benefits	90,501	92,603	95,848	95,841	100,052	101,560	4.39%	1.51%
Supplies	13,796	17,826	4,515	9,680	4,680	4,680	-51.65%	0.00%
Services	18,824	16,972	15,702	26,800	52,566	22,566	96.14%	-57.07%
Intergovt. Services & Taxes	-	-	-	-	-	-	0.00%	0.00%
Expenditure Total	\$ 367,275	\$ 376,733	\$ 351,927	\$ 382,029	\$ 408,891	\$ 385,317	7.03%	-5.77%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.08.558.710.11.00	SALARIES	239,696	244,912	234,153	248,208	250,078	254,996
000.08.558.710.13.00	OVERTIME	4,457	4,421	1,709	1,500	1,515	1,515
000.08.558.710.21.00	FICA	16,673	17,057	17,723	17,118	19,247	19,623
000.08.558.710.23.00	PERS	30,898	31,890	30,282	31,523	29,210	26,292
000.08.558.710.24.00	INDUSTRIAL INSURANCE	568	551	648	776	686	686
000.08.558.710.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	15	327	349	-	370	377
000.08.558.710.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	37,382	39,742	43,567	41,172	2,005	2,165
000.08.558.710.25.97	SELF-INSURED MEDICAL & DENTAL	4,966	3,035	3,279	5,252	48,534	52,417
000.08.558.710.31.00	OFFICE & OPERATING SUPPLIES	13,796	17,826	4,515	9,680	4,680	4,680
000.08.558.710.41.00	PROFESSIONAL SERVICES	5,328	433	243	-	30,000	-
000.08.558.710.41.01	PROFESSIONAL SERVICES	-	-	2,000	10,000	10,000	10,000
000.08.558.710.43.00	TRAVEL	1,869	2,263	77	500	266	266
000.08.558.710.45.00	OPERATING RENTALS & LEASES	7,097	3,636	40	4,800	4,800	4,800
000.08.558.710.48.00	REPAIRS & MAINTENANCE	454	120	-	500	500	500
000.08.558.710.49.00	MISCELLANEOUS	1,845	3,694	5,717	2,500	2,500	2,500
000.08.558.710.49.30	MISCELLANEOUS-DUES/SUBSCRIPTIONS	798	100	500	500	500	500
000.08.558.710.49.40	MISCELLANEOUS-TRAINING	234	2,283	125	6,000	1,000	1,000
000.08.558.710.49.53	HEARING EXAMINER FEES	775	4,443	7,000	2,000	3,000	3,000
000.08.558.710.53.00	EXT TAXES & OPERATING ASSMNTS	426	-	-	-	-	-
Totals		367,275	376,733	351,927	382,029	408,891	385,317

DEPARTMENT: Comm. Dev. (08)
FUND: General
RESPONSIBLE MANAGER: Jack Pace

DIVISION: Planning
FUND NUMBER: 000
POSITION: DCD Director

Description

The Planning Division is responsible for processing applications for development under the Zoning Code, Subdivision Ordinance, Sign Code, SEPA Ordinance, Comprehensive Plan and Shoreline Master Program. The development process includes preparation of staff reports for the Planning Commission, Board of Architectural Review, and Hearing Examiner. Per the Growth Management Act, the division manages the update of the Comprehensive Plan through the Planning Commission and City Council. This also involves coordination of issues through other agencies of the State, County, and other cities. This division also manages the City's residential and commercial recycling program, Code Enforcement, Rental Housing Program, and administers the community-wide Transportation Demand Management (TDM) program and GIS service for the department. As part of the Unified Permit Center study, two development review engineers are being transferred to the Planning division to assist with development review and implementation of the Comprehensive Plan, in the proposed budget 1 FTE Associate Planner position will be frozen. As part the 2021-22 budget the Planning Commission budget will be transferred from the Mayor's budget to the Planning Division budget.

The Planning Commission consists of seven (7) members. The mission of the Planning Commission is to conduct public hearings on and decide land use applications or forward recommendations to the City Council. The Planning Commission also serves as the Board of Architectural Review, which reviews the design of commercial and multi-family developments. It also reviews and makes recommendations regarding the Comprehensive Plan and Zoning Regulations.

Expenditure Summary

<i>Community Development - Planning</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 815,078	\$ 795,551	\$ 694,457	\$ 888,035	\$ 772,995	\$ 798,529	-12.95%	3.30%
Personnel Benefits	269,058	251,137	268,329	287,452	\$ 282,251	\$ 286,715	-1.81%	1.58%
Supplies	3,249	12,154	2,037	4,500	\$ 3,000	\$ 3,000	-33.33%	0.00%
Services	184,663	134,469	23,726	61,606	\$ 85,314	\$ 54,356	38.48%	-36.29%
Expenditure Total	\$1,272,047	\$1,193,311	\$ 988,549	\$1,241,593	\$1,143,560	\$1,142,600	-7.90%	-0.08%

<i>Community Development - Planning Commission</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Supplies	1,189	1,146	348	348	1,250	1,250	0.00%	0.00%
Services	1,626	73	1,482	1,482	500	500	0.00%	0.00%
Expenditure Total	\$ 2,816	\$ 1,219	\$ 1,830	\$ 1,830	\$ 1,750	\$ 1,750	-4.37%	0.00%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.08.558.600.11.00	SALARIES	802,865	779,655	690,105	870,188	756,995	782,529
000.08.558.600.12.00	EXTRA LABOR	12,115	15,743	4,352	16,000	12,000	12,000
000.08.558.600.13.00	OVERTIME	99	153	-	1,847	4,000	4,000
000.08.558.600.21.00	FICA	62,890	60,070	52,910	68,510	59,134	61,087
000.08.558.600.23.00	PERS	100,694	94,689	88,748	110,631	89,745	81,849
000.08.558.600.24.00	INDUSTRIAL INSURANCE	2,282	2,295	2,315	3,648	2,626	2,626
000.08.558.600.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	46	1,185	1,028	-	1,144	1,182
000.08.558.600.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	40,144	19,578	6,309	33,949	6,237	6,736
000.08.558.600.25.97	SELF-INSURED MEDICAL & DENTAL	63,001	73,320	117,019	70,714	123,365	133,235
000.08.558.600.31.00	OFFICE & OPERATING SUPPLIES	2,839	5,451	2,037	3,000	1,500	1,500
000.08.558.600.31.01	SUPPLIES - GRAPHICS	-	301	-	-	-	-
000.08.558.600.31.02	TREE REPLACEMENT	409	6,402	-	1,500	1,500	1,500
000.08.558.600.41.00	PROFESSIONAL SERVICES	177,534	123,986	24,185	36,500	7,458	36,500
000.08.558.600.41.16	HOUSING GRANT	-	-	-	-	60,000	-
000.08.558.600.42.00	COMMUNICATION	2,423	1,613	-	1,000	1,000	1,000
000.08.558.600.43.00	TRAVEL	675	2,055	16	2,000	750	750
000.08.558.600.48.00	REPAIRS & MAINTENANCE	-	2,771	1,000	8,135	3,135	3,135
000.08.558.600.49.00	MISCELLANEOUS	854	1,364	1,000	5,971	5,971	5,971
000.08.558.600.49.30	MISCELLANEOUS-DUES AND SUBSCRIPTIONS	2,199	851	668	3,500	3,500	3,500
000.08.558.600.49.40	MISCELLANEOUS-TRAINING	1,012	2,817	210	3,500	3,500	3,500
000.08.558.600.49.53	HEARING EXAMINER FEES	(34)	(988)	(3,353)	1,000	-	-
Totals		1,272,047	1,193,311	988,549	1,241,593	1,143,560	1,142,600

DEPARTMENT: Comm. Dev. (08)
FUND: General
RESPONSIBLE MANAGER: Jack Pace

DIVISION: Code Enforcement
FUND NUMBER: 000
POSITION: DCD Director

Description

The Code Enforcement office works with residents and property owners to enhance the quality of life by resolving non-criminal violations of the Tukwila Municipal Code.

Expenditure Summary

Community Development - Code Enforcement								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 266,719	\$ 294,344	\$ 292,507	\$ 282,879	\$ 361,625	\$ 378,022	27.84%	4.53%
Personnel Benefits	126,192	136,452	144,218	142,614	\$ 163,682	\$ 168,477	14.77%	2.93%
Supplies	3,059	1,011	150	500	\$ 500	\$ 500	0.00%	0.00%
Services	17,265	77,434	20,383	64,210	\$ 33,278	\$ 33,803	-48.17%	1.58%
Expenditure Total	\$ 413,235	\$ 509,242	\$ 457,258	\$ 490,203	\$ 559,085	\$ 580,802	14.05%	3.88%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.08.524.600.11.00	SALARIES	266,719	294,344	292,507	280,879	360,574	376,971
000.08.524.600.12.00	EXTRA LABOR	-	-	-	1,000	1,000	1,000
000.08.524.600.13.00	OVERTIME	-	-	-	1,000	1,009	1,009
000.08.524.600.21.00	FICA	20,384	22,458	22,369	22,038	27,664	28,919
000.08.524.600.23.00	PERS	33,974	35,919	37,617	35,672	41,985	38,747
000.08.524.600.24.00	INDUSTRIAL INSURANCE	4,623	4,696	5,541	6,102	8,590	8,590
000.08.524.600.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	17	436	433	-	534	558
000.08.524.600.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	2,639	2,974	3,052	2,641	3,152	3,404
000.08.524.600.25.97	SELF-INSURED MEDICAL & DENTAL	64,276	69,580	75,206	75,686	81,282	87,784
000.08.524.600.28.00	UNIFORM CLOTHING	279	389	-	475	475	475
000.08.524.600.31.01	CODE ENFORCEMENT SUPPLIES	3,059	1,011	150	500	500	500
000.08.524.600.41.00	PROFESSIONAL SERVICES	9,209	8,500	915	-	-	-
000.08.524.600.42.00	COMMUNICATION	1,820	1,875	1,040	1,500	1,500	1,500
000.08.524.600.43.00	TRAVEL	199	565	86	500	500	500
000.08.524.600.45.94	EQUIPMENT RENTAL - REPLACEMENT	183	604	92	183	109	78
000.08.524.600.45.95	EQUIPMENT RENTAL - O & M	3,082	6,676	305	6,100	7,284	7,840
000.08.524.600.47.00	PUBLIC UTILITY SERVICES	1,396	-	-	-	-	-
000.08.524.600.47.28	PUBLIC UTILITY SERVICES	316	-	4,445	2,500	2,500	2,500
000.08.524.600.49.00	MISCELLANEOUS	1,059	1,843	3,500	3,427	3,427	3,427
000.08.524.600.49.02	MISCELLANEOUS-PASS THROUGH	-	57,370	10,000	50,000	17,000	17,000
Totals		413,235	509,242	457,258	490,203	559,085	580,802

DEPARTMENT: Comm. Dev. (08)
FUND: General
RESPONSIBLE MANAGER: Jack Pace

DIVISION: Permit Coordination
FUND NUMBER: 000
POSITION: DCD Director

Description

The Permit Coordination Division is responsible for maintaining the permit system and receiving and issuing permits using Community Development software. Monthly building activity reports are prepared and forwarded to King County for sales tax and property tax credits. Customer inquiry, assistance, and public information is maintained at the counter and website for applicants and the community. As part of the Unified Permit Center study, two Administrative Support Technicians will be added to the Permit Center, transferred from Fire and Public Works, as part of the proposed budget 1 FTE Administrative Support Technician will be frozen. With this change, applicants can now submit all permits at one location and/or website.

Expenditure Summary

Community Development - Permit Coordination								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 181,128	\$ 189,660	\$ 225,631	\$ 232,316	\$ 568,079	\$ 586,831	144.53%	3.30%
Personnel Benefits	84,371	91,738	102,444	117,325	252,479	259,140	115.20%	2.64%
Supplies	3,599	4,304	800	2,500	1,500	1,500	-40.00%	0.00%
Services	43,720	83,413	76,370	79,500	103,636	105,156	30.36%	1.47%
Expenditure Total	\$ 312,818	\$ 369,116	\$ 405,245	\$ 431,641	\$ 925,694	\$ 952,627	114.46%	2.91%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.08.558.500.11.00	SALARIES	171,982	175,166	217,535	230,469	566,215	584,967
000.08.558.500.13.00	OVERTIME	9,146	14,494	8,096	1,847	1,864	1,864
000.08.558.500.21.00	FICA	13,980	14,509	17,206	18,113	43,458	44,893
000.08.558.500.23.00	PERS	22,732	23,945	29,016	29,270	65,954	60,150
000.08.558.500.24.00	INDUSTRIAL INSURANCE	562	728	1,062	1,154	4,702	4,702
000.08.558.500.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	9	281	335	-	838	866
000.08.558.500.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	1,553	1,720	2,412	1,625	4,364	4,713
000.08.558.500.25.97	SELF-INSURED MEDICAL & DENTAL	45,534	50,555	52,413	67,163	133,163	143,816
000.08.558.500.31.00	OFFICE & OPERATING SUPPLIES	3,599	4,304	800	2,500	1,500	1,500
000.08.558.500.41.00	PROFESSIONAL SERVICES	11,563	38,279	15,000	4,720	3,720	3,720
000.08.558.500.42.00	COMMUNICATION	1,011	2,601	1,258	780	780	780
000.08.558.500.43.00	TRAVEL	2,493	1,589	100	1,500	-	-
000.08.558.500.48.00	REPAIRS & MAINTENANCE	-	-	12,000	44,000	50,636	52,156
000.08.558.500.49.00	MISCELLANEOUS	165	1,782	1,000	3,500	3,500	3,500
000.08.558.500.49.08	CREDIT CARD FEES	28,488	39,163	47,012	25,000	45,000	45,000
Totals		312,818	369,116	405,245	431,641	925,694	952,627

DEPARTMENT: Comm. Dev. (08)
FUND: General
RESPONSIBLE MANAGER: Jack Pace

DIVISION: Building
FUND NUMBER: 000
POSITION: DCD Director

Description

The mission of the Building division is to safeguard the public by ensuring that building construction conforms to the state-wide building code and companion codes and City ordinances. The focus of the division is the building permit process, plan review process, inspection process, and issuance of Certificates of Occupancy. As part of the Unified Permit Center study, one senior project inspector is being transferred from Public Works to the Building Division to create a cohesive development review inspection process.

Expenditure Summary

Community Development - Building Division								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 445,330	\$ 501,973	\$ 374,955	\$ 530,697	\$ 471,995	\$ 487,058	-11.06%	3.19%
Personnel Benefits	185,268	214,700	171,491	247,925	222,533	228,613	-10.24%	2.73%
Supplies	42,134	8,117	1,500	1,500	1,100	1,100	-26.67%	0.00%
Services	129,821	147,189	102,849	62,977	61,215	61,075	-2.80%	-0.23%
Expenditure Total	\$ 802,552	\$ 871,979	\$ 650,795	\$ 843,099	\$ 756,843	\$ 777,846	-10.23%	2.78%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	2018	2019	Projected 2020	2020	Budget 2021	2022
000.08.558.501.11.00	SALARIES	443,082	497,799	366,129	523,697	465,463	480,526
000.08.558.501.13.00	OVERTIME	2,248	4,174	4,918	3,500	3,532	3,532
000.08.558.501.13.00	EXTRA LABOR	-	-	3,908	3,500	3,000	3,000
000.08.558.501.21.00	FICA	33,768	38,066	28,006	40,790	36,108	37,260
000.08.558.501.23.00	PERS	54,823	63,634	47,716	66,509	54,799	49,964
000.08.558.501.24.00	INDUSTRIAL INSURANCE	6,325	7,583	7,969	11,090	8,680	8,680
000.08.558.501.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	31	744	549	-	693	716
000.08.558.501.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	4,431	11,404	3,185	4,103	3,404	3,676
000.08.558.501.25.97	SELF INSURED MEDICAL & DENTAL	85,780	93,105	83,566	124,933	118,349	127,817
000.08.558.501.28.00	UNIFORM CLOTHING	111	165	500	500	500	500
000.08.558.501.31.00	OFFICE & OPERATING SUPPLIES	40,264	8,105	1,500	1,000	1,000	1,000
000.08.558.501.35.00	SMALL TOOLS & MINOR EQUIPMENT	1,870	12	-	500	100	100
000.08.558.501.41.00	PROFESSIONAL SERVICES	111,225	122,849	77,512	45,000	45,000	45,000
000.08.558.501.42.00	COMMUNICATION	6,377	5,731	8,426	3,000	3,000	3,000
000.08.558.501.43.00	TRAVEL	103	403	625	500	500	500
000.08.558.501.45.94	EQUIPMENT RENTAL - REPLACEMENT	106	798	53	106	63	45
000.08.558.501.45.95	EQUIPMENT RENTAL O & M	7,455	10,087	4,261	8,521	6,802	6,680
000.08.558.501.48.00	REPAIRS & MAINTENANCE	-	4,564	-	-	-	-
000.08.558.501.49.00	MISCELLANEOUS	3,986	1,225	9,777	2,000	2,000	2,000
000.08.558.501.49.30	MISCELLANEOUS	152	-	-	350	350	350
000.08.558.501.49.40	MISC. - TRAINING	418	1,531	2,195	3,500	3,500	3,500
Totals		802,552	871,979	650,795	843,099	756,843	777,846

DEPARTMENT: Comm. Dev. (08)
FUND: General
RESPONSIBLE MANAGER: Jack Pace

DIVISION: Recycling Program
FUND NUMBER: 000
POSITION: DCD Director

Description

The Recycling Program objectives are to develop and enhance waste prevention and recycling programs in Tukwila, and to implement activities that work towards meeting local and regional solid waste, resource conservation, and sustainability goals. The program also supports the recycling components of the City's solid waste contract. Program strategies include providing outreach, promotion, education, and technical assistance to businesses, multi-family complexes, and single-family residences on recycling and waste prevention, offering special residential recycling events, and supporting other resource conservation projects, such as composting, within the City. The program activities and materials are primarily funded by Washington State and King County grants. The Recycling Program is housed within the Department of Community Development.

Expenditure Summary

Community Development - Recycling Program								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 5,759	\$ 3,355	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
Personnel Benefits	1,228	690	-	-	-	-	0.00%	0.00%
Supplies	4,105	1,741	4,000	4,000	4,000	4,000	0.00%	0.00%
Services	41,001	31,403	37,734	37,900	37,900	37,900	0.00%	0.00%
Expenditure Total	\$ 52,093	\$ 37,189	\$ 41,734	\$ 41,900	\$ 41,900	\$ 41,900	0.00%	0.00%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.08.554.900.11.00	SALARIES-KC WRR	5,759	3,127	-	-	-	-
000.08.554.900.12.00	EXTRA LABOR-KC WRR	-	228	-	-	-	-
000.08.554.900.21.00	FICA-KC WRR	426	249	-	-	-	-
000.08.554.900.23.00	PERS-KC WRR	734	401	-	-	-	-
000.08.554.900.24.00	INDUSTRIAL INSURANCE-KC WRR	18	13	-	-	-	-
000.08.554.900.25.00	MEDICAL, DENTAL, LIFE, OPTICAL-KC WRR	51	27	-	-	-	-
000.08.554.900.31.02	OFFICE & OPERATING SUPPLIES	-	272	-	-	-	-
000.08.554.900.31.04	RECYCLING-KC LSWFA - GRANT	4,105	1,469	4,000	4,000	4,000	4,000
000.08.554.900.41.02	RECYCLING-CPG - GRANT	3,600	4,488	4,434	3,600	3,600	3,600
000.08.554.900.41.04	RECYCLING-KC WRR - GRANT	33,792	24,425	29,000	29,000	29,000	29,000
000.08.554.900.42.04	COMMUNICATION-RECYCLING-KC WRR	-	-	-	1,000	1,000	1,000
000.08.554.900.44.04	RECYCLING-KC WRR	-	1,364	300	300	300	300
000.08.554.900.49.04	RECYCLING-KC WRR	3,609	1,127	4,000	4,000	4,000	4,000
Totals		52,093	37,189	41,734	41,900	41,900	41,900

DEPARTMENT: Comm. Dev. (08)
FUND: General
RESPONSIBLE MANAGER: Jack Pace

DIVISION: TDM Program
FUND NUMBER: 000
POSITION: DCD Director

Description

The Transportation Demand Management (TDM) Program encompasses various state and federally mandated congestion mitigation programs (such as the Commute Trip Reduction (CTR) program) and grants (CMAQ and RMG grants). The goals of the program are to increase non-drive alone travel (NDAT) and reduce vehicle miles traveled (VMT), resulting in improved air quality and reduced greenhouse gas emissions. Program strategies include outreach, education/training, and transportation planning to improve transportation options in the city and region and increase multi-modal use by those who live, work, and spend time in Tukwila. The TDM Program is grant funded.

Expenditure Summary

Community Development - TDM Program								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 126,980	\$ 112,480	\$ 112,144	\$ 133,928	\$ 165,128	\$ 165,128	23.30%	0.00%
Personnel Benefits	31,151	34,623	39,430	32,461	50,050	49,147	54.19%	-1.80%
Supplies	1,005	715	-	-	-	-	-	-
Services	135,701	50,674	6,000	18,000	18,000	18,000	0.00%	0.00%
Expenditure Total	\$ 294,837	\$ 198,493	\$ 157,574	\$ 184,389	\$ 233,178	\$ 232,275	26.46%	-0.39%

General Ledger Code Details

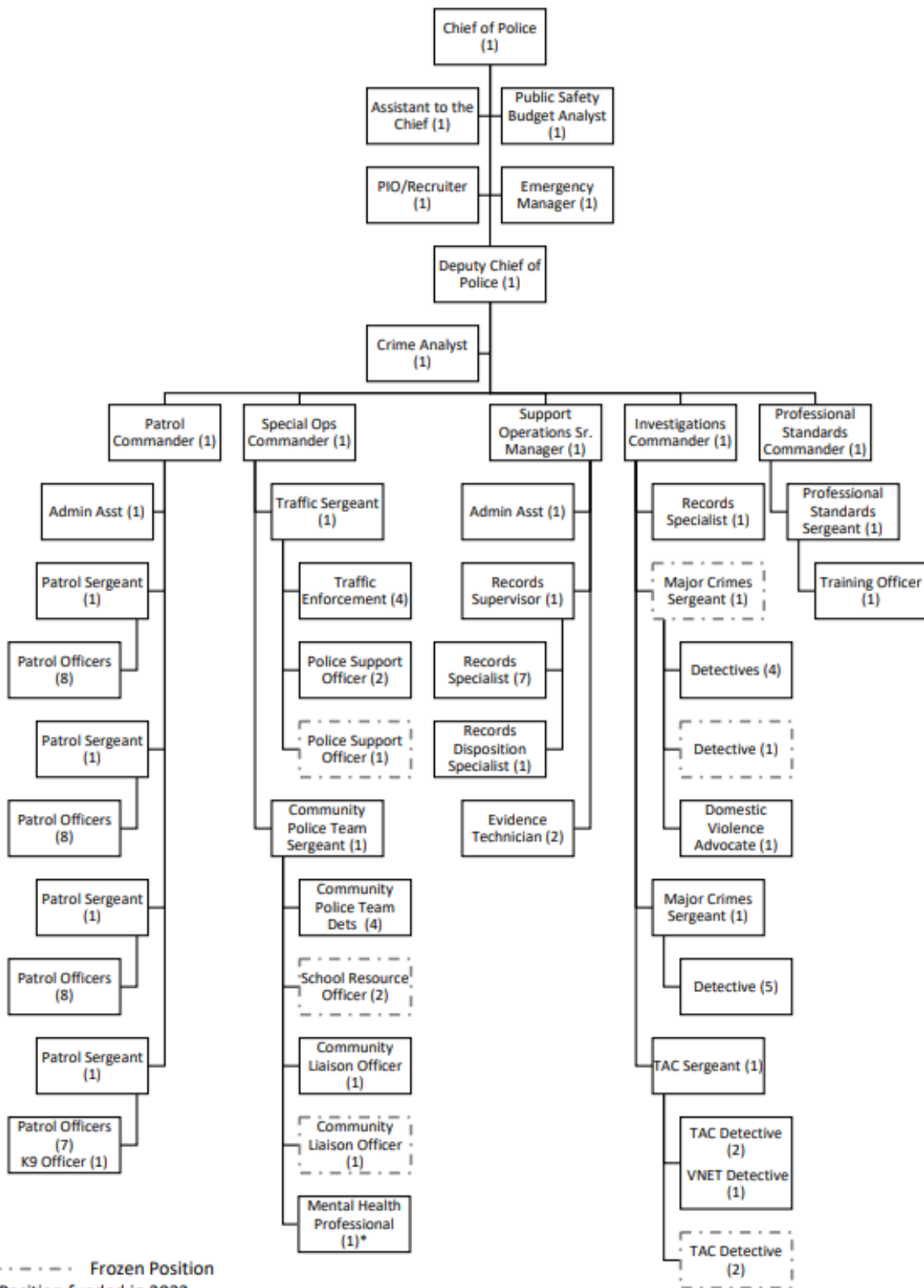
Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.08.554.910.11.00	SALARIES	90,685	99,490	112,144	83,200	114,400	114,400
000.08.554.910.12.00	EXTRA LABOR	36,295	12,990	-	50,728	50,728	50,728
000.08.554.910.21.00	FICA	9,532	8,605	8,579	10,324	12,632	12,632
000.08.554.910.23.00	PERS	14,759	14,448	14,422	12,944	19,171	16,926
000.08.554.910.24.00	INDUSTRIAL INSURANCE	554	616	730	1,670	1,227	1,227
000.08.554.910.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	8	167	166	-	244	244
000.08.554.910.25.97	MEDICAL, DENTAL, LIFE, OPTICAL	6,299	10,787	15,533	7,523	16,776	18,118
000.08.554.910.31.01	OFFICE & OPERATING SUPPLIES	1,005	715	-	-	-	-
000.08.554.910.41.07	PROFESSIONAL SERVICES	23,817	6,406	-	-	-	-
000.08.554.910.41.51	PROF SVCS-METRO CTR PROGRAM (INT GOV)	-	-	-	1,000	1,000	1,000
000.08.554.910.43.07	TRAVEL	877	565	-	-	-	-
000.08.554.910.49.07	MISCELLANEOUS	111,007	43,703	6,000	17,000	17,000	17,000
Totals		294,837	198,493	157,574	184,389	233,178	232,275



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Police Department



DEPARTMENT: Police (10)**FUND:** General**RESPONSIBLE MANAGER:** Eric Drever**FUND NUMBER:** 000**POSITION:** Interim Chief of Police**Description**

The Police Department strives to be a premier, full-service department that is committed to creating a safe and livable community. We achieve this standard through the work of highly-trained personnel who are responsible to the community they serve and who create and maintain successful partnerships and uphold public trust.

2019-2020 Accomplishments

- ◆ The Tukwila Police Department developed a nationwide recruitment strategy to ensure our agency was adequately staffed, while working to ensure our police department employees were more representative of the community we serve. **Strategic Goal 1**
- ◆ The Tukwila Police Department remained committed to building trust and reducing crime in our community through community partnerships. **Strategic Goal 5**
- ◆ The Department made significant strides in officer safety and wellness by solidifying our peer-support program, piloting resiliency training, and by better highlighting the portfolio of wellness resources already available to our team. **Strategic Goal 4**
- ◆ The Department leveraged technology to address community-identified safety and security concerns and to improve workplace efficiency and communication. **Strategic Goals 4 and 5**

2021-2022 Outcome Goals

- ◆ Ensure the 40 hours of the legally mandated Law Enforcement Training and Safety Act (WAC 139-11) has been integrated into the Police Department training cycle and completed by the end of this budget cycle.
- ◆ Integrate social justice principles into all major decision-making within the Police Department:
 - Values that support the elimination of inequity (implicit bias training, transformative uses of force training).
 - Promoting inclusiveness of diversity (continuing to recruit candidates that represent the community we serve).
 - Establishing environments that are supportive of all people (community engagements focused on supporting our youth).
- ◆ Reduce overall crime by 10% in our neighborhoods and business districts by using crime data and trends to focus our limited resources.
- ◆ Continue to support officer safety and wellness by fully integrating technology and training initiatives (wellness application integration and Cognitive Command Training).

2021-2022 Indicators of Success

- ◆ Community members express feeling safe in Tukwila.
- ◆ Community members express their trust in the officers that police their community.
- ◆ Creation of public forum for engaging the Tukwila community using remote video conferencing.

- ◆ Creation of public forum for engaging the youth of the Tukwila community using remote video conferencing.
- ◆ Establishment of processes designed to create transparency to the public of police use of force.
- ◆ Implementation of a *Mental Health Provider* (MHP) program.
- ◆ Creation of internal transparency of department communications.
- ◆ Improved resources provided to Department staff for resiliency and wellness.
- ◆ All employees trained on the technologies associated with the Justice Center.
- ◆ All employees trained on current and new technologies.
- ◆ Continued integration of social media as part of the Department's daily public engagement.
- ◆ Continued progress towards digitized records and minimizing paper records product.
- ◆ Provided values-based leadership training for all employees.
- ◆ Fill all budgeted positions with consideration of frozen positions due to COVID induced budget reductions.

Program Change Discussion

The Police Department's budget reductions come primarily from five areas/programs:

1. Refugee/Homeless outreach: the freezing of one Community Liaison Officer position cuts that team in half. The primary function of this two-person unit is to engage with the City's refugee and homeless community members and to provide them with necessary services. This includes building relationships with Houses of Worship, the Refugee Center, Homeless Camp Leaders, and disadvantaged community members requiring assistance.
2. Human and Drug Trafficking Investigations: our budget reduction includes the freezing of two Tukwila Anti-Crime (TAC) team FTEs. This will result in drug and human trafficking investigations progressing more slowly and cases being filed at a reduced rate. For undercover operations, the TAC team will need to rely on the CPT units to back-fill for security and observational duties.
3. Felony and Juvenile Case Investigations: the budget reduction plan includes the freezing of one Sergeant and one Detective FTEs within our Major Crimes Division. This will result in decreased oversight/leadership (Sergeant) as well as a higher threshold for case filings and investigations into property crimes. We will not allow this to impact any investigation involving physical force or crimes against persons but felony crimes against property may take longer to investigate/file and will not receive as much attention as they would if the team were fully staffed.
4. Tracking K9 Program: the elimination/freezing of this program means that we will have to continue to rely on other jurisdictions to provide a K9 to track felony/Domestic Violence suspects. This also means that our units will have to wait while the OSA unit responds, giving the suspect more time to flee or gain access to a vehicle or other victims.
5. School Resource Officer Program: while budget reduction requires the temporary re-assignment of our School Resource Officers, the Tukwila Police Department will continue work cooperatively with our schools to provide security to Tukwila's students, faculty, and administrators while also maintaining relationships with students and their organizations.

Expenditure Summary

<i>Police Department</i>								
Expenditures By Program	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Administration	\$ 2,216,199	\$ 2,520,196	\$ 2,353,043	\$ 2,561,759	\$ 2,760,056	\$ 2,638,636	7.74%	-4.40%
Patrol	8,326,434	9,005,932	7,386,329	7,783,944	7,587,321	8,040,710	-2.53%	5.98%
Special Operations	-	871,907	1,016,116	1,038,399	985,868	1,020,641	-5.06%	3.53%
Support Operations	1,165,477	1,281,157	1,237,866	1,412,196	1,453,842	1,529,243	2.95%	5.19%
Investigations	1,933,834	1,701,453	1,798,320	2,319,089	1,922,464	1,985,066	-17.10%	3.26%
Tukwila Anti-Crime	812,442	799,832	758,620	1,043,071	793,541	820,051	-23.92%	3.34%
Professional Standards	1,458,677	388,714	333,996	624,363	253,124	258,297	-59.46%	2.04%
Training	323,420	358,839	256,659	283,638	261,714	270,689	-7.73%	3.43%
Traffic	1,730,744	1,979,915	2,139,119	2,127,547	2,268,735	2,335,734	6.64%	2.95%
Department Total	\$ 17,967,227	\$ 18,907,947	\$ 17,280,068	\$ 19,194,006	\$ 18,286,665	\$ 18,899,067	-4.73%	3.35%

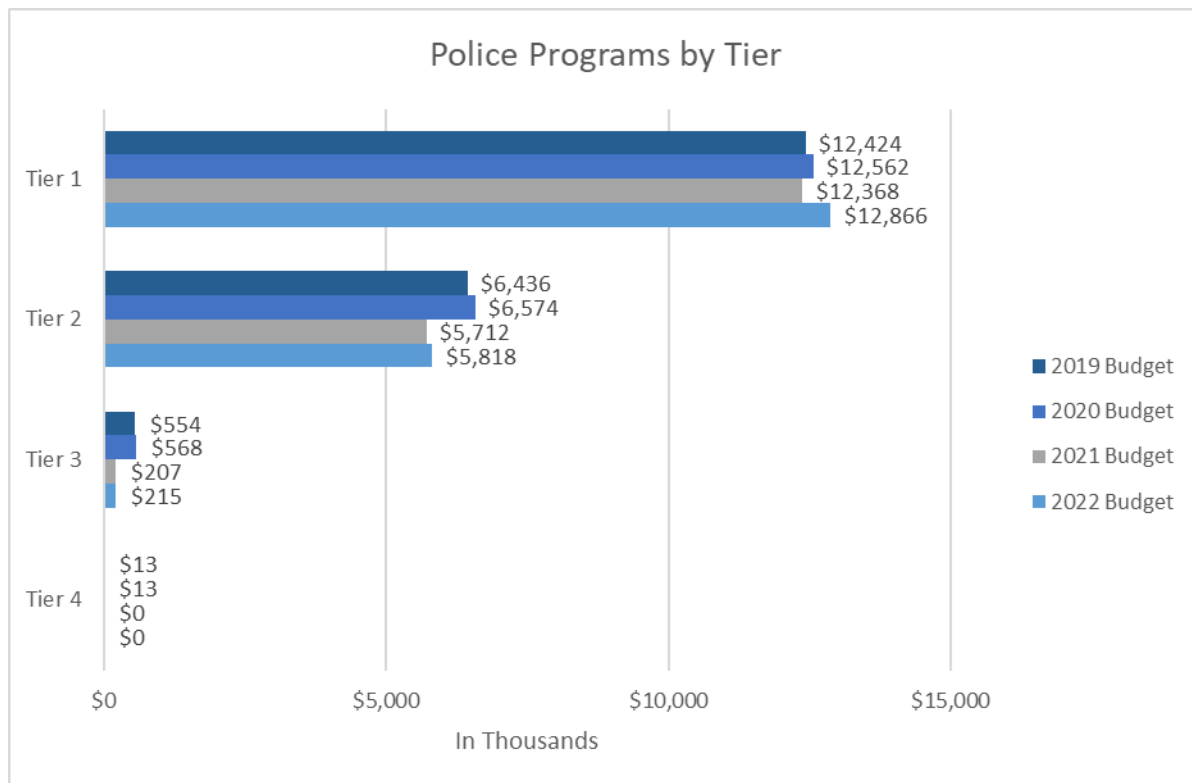
<i>Police Department</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 9,505,338	\$ 10,226,240	\$ 9,683,401	\$ 10,845,722	\$ 10,147,353	\$ 10,482,280	-6.44%	3.30%
Personnel Benefits	3,274,807	3,465,546	3,686,306	3,933,760	3,966,498	4,207,594	0.83%	6.08%
Supplies	299,627	400,814	181,749	246,350	296,350	296,350	20.30%	0.00%
Services	2,047,294	4,786,454	3,728,612	4,138,174	3,876,464	3,912,843	-6.32%	0.94%
Intergovt. Svcs & Taxes	2,824,497	(0)	-	-	-	-	0.00%	0.00%
Capital Outlays	15,662	28,894	-	30,000	-	-	-100.00%	0.00%
Department Total	\$ 17,967,227	\$ 18,907,947	\$ 17,280,068	\$ 19,194,006	\$ 18,286,665	\$ 18,899,067	-4.73%	3.35%

Department Detail**Staffing and Expenditure by Program**

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Police Patrol Services	36.00	6,204,936	31.5%	36.15	6,291,710	34.4%	6,537,316	34.6%
Felony and Sexual Crimes Unit (MCU)	15.25	2,369,808	12.0%	12.70	2,079,530	11.4%	2,146,177	11.4%
Detention and Incarceration Services	0.80	1,772,842	9.0%	1.80	1,292,650	7.1%	1,301,516	6.9%
Front Office & Records Management	10.80	1,280,999	6.5%	9.60	1,153,025	6.3%	1,218,894	6.4%
Dispatching Services	0.00	1,212,591	6.2%	-	1,201,899	6.6%	1,230,951	6.5%
Community Policing Team	7.60	1,186,965	6.0%	6.00	991,823	5.4%	1,029,240	5.4%
Police Management and Administration	4.00	1,065,335	5.4%	3.50	1,042,300	5.7%	1,028,878	5.4%
Narcotics & Street Crimes Team (TAC)	4.60	846,637	4.3%	3.15	696,058	3.8%	717,698	3.8%
Traffic Enforcement and Crash Investigation	4.95	823,707	4.2%	5.20	912,188	5.0%	981,318	5.2%
Department Training Program	1.95	454,918	2.3%	1.70	389,418	2.1%	402,308	2.1%
School Resource Officer Program	2.00	298,293	1.5%	-	-	0.0%	-	0.0%
Critical Incidents and SWAT (SWAT & Neg	1.20	225,027	1.1%	1.65	298,541	1.6%	309,409	1.6%
Professional Standards	1.00	212,755	1.1%	1.45	299,770	1.6%	307,818	1.6%
Evidence & Property Management	1.20	214,791	1.1%	2.20	340,412	1.9%	349,044	1.8%
Public and Community Relations	1.50	197,157	1.0%	0.70	104,075	0.6%	107,597	0.6%
Contracted Off-Duty Security	0.00	174,956	0.9%	-	154,768	0.8%	153,010	0.8%
Auto Theft Task Force	1.00	145,318	0.7%	-	-	0.0%	-	0.0%
PD Budget/Finance	1.00	142,397	0.7%	1.00	157,550	0.9%	164,226	0.9%
VNET (Valley Narcotics Enforcement Team	1.00	136,752	0.7%	1.05	155,611	0.9%	161,667	0.9%
Police K9 Program (Tracking & Sniffing)	0.85	163,863	0.8%	-	5,000	0.0%	5,000	0.0%
Animal Control	0.00	131,250	0.7%	-	137,800	0.8%	144,700	0.8%
Recruiting & Hiring (Pre-Employment)	0.50	118,172	0.6%	0.50	132,809	0.7%	135,891	0.7%
Mutual Aid & Large Scale Incident (Respon	0.20	86,534	0.4%	-	-	0.0%	-	0.0%
PD Quartermaster	0.00	90,000	0.5%	0.60	64,014	0.4%	65,360	0.3%
Civil Disturbance Unit	0.35	58,795	0.3%	0.65	105,986	0.6%	109,974	0.6%
Police Camera Program (Vehicle & Body V	0.00	51,000	0.3%	0.40	79,110	0.4%	81,024	0.4%
Traffic Safety Cameras	0.25	37,118	0.2%	-	-	0.0%	-	0.0%
PD Fitness Initiative	0.00	13,000	0.1%	-	-	0.0%	-	0.0%
Emergency Management	0.00	-	0.0%	1.00	200,618	1.1%	210,053	1.1%
	98.00	19,715,917	100%	90.00	18,286,665	100%	18,899,067	100%

Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Police fell into all four tiers in 2020 but tier 4 programs were eliminated in the 2021-2022 budget cycle. For the biennial budget, 68% of the budget allocated to Tier 1.



Program Descriptions

Police Patrol Services: Police Patrol Services is responsible for responding to the immediate needs of the Tukwila community. Providing a constant presence, both during and between calls for service, and building the trust of the community, the members of this program are the City's law enforcement first responders. The employees assigned to this program are also tasked with nearly all facets of police work, requiring a high-level of expertise and an ever-increasing amount training.

Felony and Sexual Crimes Unit (MCU): This is our Major Crimes Unit, whose primary responsibility is to investigate a wide variety of crimes, including homicide, robbery, burglary, felony assault, crimes against children and the elderly, felony theft, fraud, forgery, sexual assault, missing persons, and matters relating to registered sex offenders.

Detention and Incarceration Services: This program covers all tasks and responsibilities associated with bringing offenders to justice, including the management of our relationships with jails, courts, and all probation programs.

Front Office and Records Management: This program is tasked with ensuring that the Police Department's case report data are entered correctly into multiple State and Federal databases and that public records requests are received and managed in compliance with State and Federal laws. The program also ensures that officers in the street (both Tukwila as well as other agencies) are provided with a high-level of support ranging from database queries to verification of warrants. This team is also responsible for responding to Public Records Requests and the redaction of legally-mandated information before the records can be released.

Dispatching Services: The City contracts with Valley Communications Center to provide dispatching services.

Community Policing Team: The Community Policing Team (CPT) is a proactive team with a main goal of establishing a relationship between the Tukwila Police, residents, and business owners, allowing for a more proactive police role in the community. Patrolling on foot, bicycles, and via traditional vehicles, the team partners with community groups to identify opportunities for cooperation and increased safety.

Police Management and Administration: This Program houses the Police Department's Administration team, whose goal it is to provide high-level leadership to the Police Department's employees and to ensure that the City's strategic goals and objectives are communicated to and followed by each employee.

Narcotics and Street Crimes Team (TAC): This program's primary responsibility is to investigate drug and prostitution related crimes that affect the citizenry of Tukwila. The unit also addresses other crimes as assigned, often relying on special equipment and undercover skills to conduct those investigations. Employees assigned to this program also participate with a variety of local, State, and Federal investigators in an effort to curb crime using combined resources.

Traffic Enforcement and Crash Investigation Team: This program houses the Police Department's Traffic Unit, which investigates serious traffic incidents and is tasked with enforcing the City's roadway laws.

Department Training Program: The Department Training Program coordinates and tracks all training conducted for the Department. For new officers, this means coordinating their academy experience. For existing staff, the state requires all officers to attend 24 hours of in-service training every year. In the Department's effort to provide highly-trained personnel to the community we serve, that requirement is often greatly exceeded.

School Resource Officer: This program provides additional presence and a shortened response time to the City's public schools and works to foster better communications and relationships between students, faculty, and the Police department.

Critical Incidents and SWAT (SWAT and Negotiations): The Tukwila Police Department is an active member of Valley SWAT, a regional team whose mission it is to support the extraordinary law enforcement needs of the participating agencies through the use of specialized tactics and techniques. The team is highly-trained and well-equipped to respond to and effectively resolve a variety of high-risk situations.

Professional Standards: This program manages and maintains the Department's localized governing policies.

Evidence and Property Management: The primary responsibility of Evidence and Property Management is to ensure the proper security and chain of custody for property and evidence items taken in by the Tukwila Police Department. Maintaining and properly documenting the chain of custody is imperative to guarding the integrity of the Department's property and evidence system, leading to better case integrity and higher chances that stolen and lost items can be returned to their lawful owners.

Public and Community Relations: This Program establishes an "official" bridge between the PD and the Community by working with news outlets, social media, and the public itself to provide a more complete picture of the Police Department's employees and the work that they do.

Contracted Off-Duty Security: The PD offers the community the opportunity to request, at a fee, the presence of officers at a level beyond normal staffing requirements for special events, roadway safety, and for focused security concerns.

Auto Theft Task Force: Responsible for the investigation of complex auto theft cases and the presentation of auto theft training to other law enforcement agencies throughout the region.

PD Budget/Finance: Provides analytical and budgetary assistance to the Chief's office and acts as a liaison between the City's Finance department and Police department.

VNET (Valley Narcotics Enforcement Team): The mission of this program is to target major narcotic rings that are operating in the South King County area.

Police K9 Program (Sniffing and Tracking): The Police Department leverages the heightened senses of man's best friend to aid in the capture of dangerous offenders, to recover hidden evidence, and to detect felonious substances.

Animal Control: The City contracts with King County Animal Control to provide these services.

Recruiting and Hiring: This program is tasked with finding, attracting, evaluating, and hiring top talent.

Mutual Aid and Large-Scale Incident (Response and Planning): As a part of a mutual aid agreement, the Department participates in events that exceed the limits of other local jurisdictions.

Police Department Quartermaster Program: This program is tasked with ensuring that Police Department employees and teams are properly equipped with the clothing, tools, and supplies necessary for their assigned tasks.

Civil Disturbance Unit: This team responds to the need of any city in the region that requires a well-trained and organized police presence proficient in crowd control for any type of large protest or gathering.

Police Camera Program (Vehicle and Body Worn): Ensures that every patrol vehicle and patrol officer is equipped with audio and video recording hardware and software in an effort to capture evidence of crimes and to provide additional transparency into how our officers interact with the public.

Traffic Safety Cameras: This program seeks to provide for a safer community by assisting the City's existing Police Officers with their enforcement of certain traffic laws through the use of technology coupled with oversight by a trained officer.

Police Department Fitness Initiative: The goal of this program is to provide the Police Department's Employees with an opportunity to improve their physical and mental health safely and effectively through individual and supervised exercise efforts.

Emergency Management: This program migrated from the Fire Department to the Police Department in 2021. The program's primary responsibility is to prepare for emergencies and, once one has been identified, to formulate a response that involves the appropriate teams and personnel from our city and to liaison with other jurisdictions facing the same challenge.

Expenditure Detail - Supplies, Services and Other

Supplies include small tools and equipment; professional services and contract include travel, equipment replacement and O&M charges, insurance subscriptions and memberships, among others.

Police						
Account Name	Actual			Budget		
	2018	2019	Projected 2020	2020	2021	2022
Salaries	\$ 8,486,861	\$ 9,114,283	\$ 8,700,463	\$ 9,801,712	\$ 9,107,811	\$ 9,442,738
Extra Labor	20,086	42,002	9,865	15,600	15,600	15,600
Overtime	781,967	854,878	769,826	768,495	773,942	773,942
Kelly/Holiday Pay	216,425	215,077	203,247	259,915	250,000	250,000
FICA	718,813	759,624	733,764	866,400	775,078	801,895
Pension - LEOFF	443,416	468,898	563,609	467,095	434,359	446,365
Pension - PERS	154,940	172,454	166,877	167,036	198,463	183,815
Industrial Insurance	192,446	247,313	291,197	301,457	322,660	322,786
Healthcare	1,736,563	1,803,992	1,912,899	2,131,772	2,235,938	2,452,733
Unemployment	28,628	13,264	17,960	-	-	-
Total Salaries & Benefits	12,780,145	13,691,786	13,369,707	14,779,482	14,113,851	14,689,874
Supplies	286,245	394,983	181,649	230,750	280,750	280,750
Small tools	13,382	5,830	100	15,600	15,600	15,600
Total Supplies	299,627	400,814	181,749	246,350	296,350	296,350
Professional services	115,300	3,017,305	2,442,550	2,550,554	2,468,259	2,503,694
Communication	102,080	94,136	96,000	121,000	121,000	121,000
Travel	59,600	71,842	8,420	41,880	41,880	41,880
Advertising	7,757	332	-	2,500	2,500	2,500
Operating leases	1,140,567	977,403	507,739	916,871	748,111	773,539
Insurance	254,359	241,180	253,357	292,424	262,001	237,000
Utilities	2,231	7,314	3,900	4,400	3,585	3,585
Repair and maintenance	207,289	204,090	295,765	143,404	163,987	164,504
Miscellaneous	158,118	172,853	120,881	65,141	65,141	65,141
Total Services	2,047,300	4,786,454	3,728,612	4,138,174	3,876,464	3,912,843
Intergovernmental	2,824,491	-	-	-	-	-
Capital	15,662	28,894	-	30,000	-	-
Total Other	2,840,153	28,894	-	30,000	(0)	-
Total Police	\$ 17,967,226	\$ 18,907,947	\$ 17,280,068	\$ 19,194,006	\$ 18,286,665	\$ 18,899,067

Salary and Benefit Details

Police Department							
Position	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Police Chief	1	1	\$ 184,648	\$ 58,245	1	\$ 188,341	\$ 61,089
Deputy Police Chief	1	1	173,383	56,685	1	176,850	59,494
Police Commander	4	4	610,350	213,970	4	629,903	225,813
Police Information Officer/Recruiter	1	1	105,636	46,583	1	109,081	49,301
Public Safety Budget Analyst	1	1	106,137	50,413	1	111,017	52,209
Crime Analyst	1	1	86,351	37,177	1	87,905	37,890
Community Oriented Policing Coordinator	1	0	-	-	0	-	-
Emergency Manager	0	1	102,252	48,366	1	109,512	50,541
Assistant to the Chief of Police	1	1	80,101	34,788	1	81,679	35,496
Police Sergeant	10	9	1,086,073	413,242	9	1,116,267	435,681
Police Officer	59	53	5,237,731	2,093,485	53	5,457,304	2,216,223
Domestic Violence Advocate	1	1	78,425	35,601	1	79,837	36,392
Administrative Assistant	2	2	131,747	59,474	2	139,507	61,742
Support Operations Senior Manager	1	1	127,805	54,658	1	130,362	55,976
Police Records Supervisor	1	1	82,708	36,567	1	84,170	37,320
Police Information Analyst	0	0	-	-	0	-	-
Police Records Specialist	8	8	504,635	257,718	8	529,276	267,867
Evidence Technician	1	2	134,307	74,946	2	146,364	79,151
Records Disposition Specialist	1	0	-	-	0	-	-
VNET Detective	1	1	101,850	42,104	1	105,219	44,494
Police Support Officer	1	2	138,670	89,746	2	144,543	93,723
Auto Theft Task Force Detective	1	0	-	-	0	-	-
Retiree Medical	0	0	-	126,000	0	-	174,000
Extra Labor	0	0	15,600	169	0	31,200	4,178
Overtime	0	0	769,869	111,493	0	769,869	109,339
Acting Pay	0	0	35,000	5,031	0	-	-
Kelly/Holiday Pay	0	0	254,073	20,039	0	254,073	19,676
Department Total	98	91	\$ 10,147,351	\$ 3,966,500	91	\$ 10,482,279	\$ 4,207,595

DEPARTMENT: Police (10)
FUND: General
RESPONSIBLE MANAGER: Eric Drever

DIVISION: Administration
FUND NUMBER: 000
POSITION: Interim Chief of Police

Description

The management functions of the Police Department are included in this program. Those functions include fiscal, personnel, planning, research/development, inter- and intra-department operations, and intergovernmental coordination. New for 2021, this division will house the City's Emergency Management program.

Expenditure Summary

Police - Administration								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 1,087,343	\$ 1,328,810	\$ 1,335,451	\$ 1,394,590	\$ 1,489,910	\$ 1,507,341	6.83%	1.17%
Personnel Benefits	336,378	417,529	434,200	449,577	551,651	573,582	22.70%	3.98%
Supplies	38,217	36,636	18,000	24,000	74,000	74,000	208.33%	0.00%
Services	725,112	708,328	565,392	663,592	644,495	483,713	-2.88%	-24.95%
Capital Outlays	29,149	28,894	-	30,000	-	-	-100.00%	0.00%
Expenditure Total	\$ 2,216,199	\$ 2,520,196	\$ 2,353,043	\$ 2,561,759	\$ 2,760,056	\$ 2,638,636	7.74%	-4.40%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.100.11.00	SALARIES	1,087,200	1,325,343	1,326,231	1,381,667	1,476,858	1,494,289
000.10.521.100.12.00	EXTRA LABOR	-	-	1,320	-	-	-
000.10.521.100.13.00	OVERTIME	143	2,093	6,500	12,923	13,052	13,052
000.10.521.100.13.01	OVERTIME - HOLIDAY PAY	-	1,374	1,400	-	-	-
000.10.521.100.21.00	FICA	77,078	90,379	100,329	155,640	113,978	115,312
000.10.521.100.22.00	LEOFF	47,903	56,475	55,911	57,014	59,266	59,213
000.10.521.100.23.00	PERS	20,179	34,774	35,616	21,077	43,519	39,987
000.10.521.100.24.00	INDUSTRIAL INSURANCE	15,121	19,268	25,000	24,047	30,747	30,747
000.10.521.100.24.50	PAID FAMILY & MEDICAL LEAVE PRE	62	1,724	1,700	-	2,186	2,212
000.10.521.100.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	8,004	8,736	9,644	9,666	8,482	9,160
000.10.521.100.25.97	SELF-INSURED MEDICAL & DENTAL	167,767	206,174	206,000	202,633	293,473	316,951
000.10.521.100.26.00	UNEMPLOYMENT COMPENSATION	264	-	-	-	-	-
000.10.521.100.31.00	OFFICE & OPERATING SUPPLIES	38,217	36,158	18,000	24,000	24,000	24,000
000.10.521.100.31.01	EMERGENCY MGMT SUPPLIES	-	-	-	-	50,000	50,000
000.10.521.100.35.00	SMALL TOOLS & MINOR EQUIPMENT	-	477	-	-	-	-
000.10.521.100.41.00	PROFESSIONAL SERVICES	51,864	18,650	5,000	45,000	45,000	245,000
000.10.521.100.41.51	PROF SVCS-KC RAIG, WEBSITE USE	-	5,574	5,000	6,900	6,900	6,900
000.10.521.100.42.00	COMMUNICATION	102,080	94,136	96,000	121,000	111,000	111,000
000.10.521.100.43.00	TRAVEL	15,240	13,294	1,300	10,000	10,000	10,000
000.10.521.100.44.00	ADVERTISING	7,757	332	-	2,500	2,500	2,500
000.10.521.100.45.00	OPERATING RENTALS & LEASES	30,392	28,427	20,000	25,600	-	-
000.10.521.100.45.94	EQUIPMENT RENTAL - REPLACEMENT	3,363	26,900	1,682	3,363	2,151	1,554
000.10.521.100.45.95	EQUIPMENT RENTAL - O & M	67,851	42,801	24,453	48,905	45,058	47,674
000.10.521.100.46.01	INSURANCE-LIABILITY	254,359	241,180	253,357	292,424	262,001	-
000.10.521.100.48.00	REPAIRS AND MAINTENANCE	707	15,678	40,000	5,000	5,000	5,000
000.10.521.100.48.01	800 MHZ RADIO ASSESSMENTS	53,453	-	29,050	-	-	-

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.100.49.00	MISCELLANEOUS	15,071	14,220	10,500	5,500	5,500	5,500
000.10.521.100.51.00	INTERGVRNMTL PROF SVCS-VSWAT	13,487	-	-	-	-	-
000.10.521.500.41.00	ALARM MONITORING	-	-	-	-	3,000	3,000
000.10.521.500.45.00	OPERATING RENTALS & LEASES	120,840	121,527	75,000	93,000	5,000	5,000
000.10.521.500.47.21	PUBLIC UTILITY SERVICES-ELECTRIC	668	5,553	2,200	2,000	2,000	2,000
000.10.521.500.47.22	PUBLIC UTILITY SERVICES-GAS	325	592	600	1,000	1,000	1,000
000.10.521.500.47.25	PUBLIC UTILITY SERVICES-WATER/S	890	904	500	1,000	185	185
000.10.521.500.47.26	PUBLIC UTILITY SERVICES-SURFACE	252	265	300	400	400	400
000.10.521.500.47.28	PUBLIC UTILITY SERVICES - SOLID W	-	-	300	-	-	-
000.10.521.500.49.00	MISCELLANEOUS	-	2,008	150	9,500	-	-
000.10.554.300.41.51	PROF SVCS-ANIMAL CONTROL (INT G	-	105,182	-	-	137,800	-
000.10.594.212.64.00	MACHINERY AND EQUIPMENT	15,662	-	-	-	-	-
		2,216,199	2,520,196	2,353,043	2,561,759	2,760,056	2,601,636

DEPARTMENT: Police (10)
FUND: General
RESPONSIBLE MANAGER: Eric Drever

DIVISION: Patrol
FUND NUMBER: 000
POSITION: Interim Chief of Police

Description

Patrol division officers respond first to all emergency and non-emergency police calls, they investigate misdemeanor and felony crimes, gather evidence and make arrests, mediate disputes, assist motorists, identify and correct hazardous conditions, keep the peace in our community, maintain a patrol presence to prevent crime, identify and resolve community crime problems, and educate the public on the law and crime prevention measures. Patrol division also includes tracking K-9 teams and our Police Explorers program.

Expenditure Summary

<i>Police - Patrol</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 4,217,571	\$ 4,922,684	\$ 4,179,312	\$ 4,308,724	\$ 4,285,797	\$ 4,451,321	-0.53%	3.86%
Personnel Benefits	1,527,837	1,713,434	1,612,243	1,583,210	1,608,931	1,736,628	1.62%	7.94%
Supplies	117,092	167,437	73,370	116,550	116,550	116,550	0.00%	0.00%
Services	784,063	2,185,320	1,521,404	1,745,460	1,576,043	1,736,211	-9.71%	10.16%
Intergovt. Services & Taxes	1,679,871	-	-	-	-	-	0.00%	0.00%
Capital Outlays	-	17,057	-	30,000	-	-	-100.00%	0.00%
Expenditure Total	\$ 8,326,434	\$ 9,005,932	\$ 7,386,329	\$ 7,783,944	\$ 7,587,321	\$ 8,040,710	-2.53%	5.98%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.220.11.00	SALARIES	3,601,942	4,221,061	3,635,003	3,615,630	3,598,286	3,763,810
000.10.521.220.13.00	OVERTIME	338,058	408,250	300,000	301,151	437,511	437,511
000.10.521.220.13.01	OVERTIME - HOLIDAY PAY	4,187	1,062	1,062	4,033	-	-
000.10.521.220.13.02	OVERTIME	56,959	77,234	40,000	127,995	-	-
000.10.521.220.15.00	HOLIDAY PAY	216,425	215,077	203,247	259,915	250,000	250,000
000.10.521.220.21.00	FICA	317,800	364,803	310,784	290,513	327,863	340,526
000.10.521.220.21.02	FICA	4,293	5,773	5,773	-	-	-
000.10.521.220.22.00	LEOFF	221,604	254,022	202,154	206,465	204,156	212,290
000.10.521.220.22.02	LEOFF	3,092	4,155	4,155	-	-	-
000.10.521.220.23.00	PERS	7,010	7,638	7,638	8,089	22,601	20,074
000.10.521.220.24.00	INDUSTRIAL INSURANCE	101,789	134,757	134,757	146,586	153,208	153,208
000.10.521.220.24.02	INDUSTRIAL INSURANCE	1,788	2,563	2,563	-	-	-
000.10.521.220.24.50	PAID FAMILY & MEDICAL LEAVE PRE	438	7,153	7,153	-	5,695	5,570
000.10.521.220.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	75,218	5,112	5,112	2,968	7,990	8,629
000.10.521.220.25.02	MEDICAL,DENTAL,LIFE,OPTICAL	7,328	10,426	10,426	-	-	-
000.10.521.220.25.97	SELF-INSURED MEDICAL & DENTAL	723,778	801,616	801,616	797,589	761,418	822,331
000.10.521.220.25.99	RETIREES SELF-INS MED & DENTAL	35,333	102,152	102,152	106,000	126,000	174,000
000.10.521.220.26.00	UNEMPLOYMENT COMPENSATION	28,365	13,264	17,960	-	-	-
000.10.521.220.31.00	OFFICE & OPERATING SUPPLIES	467	146,831	64,000	-	-	-

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.220.31.01	OFFICE & OPERATING SUPPLIES	88,579	17,733	8,000	110,950	110,950	110,950
000.10.521.220.31.02	SUPPLIES K-9 UNIT	4,362	1,703	1,000	5,000	5,000	5,000
000.10.521.220.31.04	EMERGENCY SERVICES UNIT	18,919	-	140	-	-	-
000.10.521.220.31.05	CIVIL DISTURBANCE UNIT	1,174	-	130	-	-	-
000.10.521.220.35.00	SMALL TOOLS & MINOR EQUIPMENT	3,592	1,170	100	600	600	600
000.10.521.220.41.00	PROFESSIONAL SERVICES	11,152	3,772	5,800	6,000	6,000	6,000
000.10.521.220.43.00	TRAVEL	2,676	209	-	500	500	500
000.10.521.220.45.94	EQUIPMENT RENTAL - REPLACEMENT	324,531	166,878	28,265	56,531	33,128	23,933
000.10.521.220.45.95	EQUIPMENT RENTAL - O & M	372,127	303,027	228,265	456,529	424,835	449,498
000.10.521.220.48.00	REPAIRS AND MAINTENANCE	483	16,400	6,100	6,904	6,904	6,904
000.10.521.220.49.00	MISCELLANEOUS	50,481	50,251	24,321	500	500	500
000.10.521.220.49.03	MISCELLANEOUS - EXPLORER POST	232	-	-	2,100	2,100	2,100
000.10.523.220.41.00	PROFESSIONAL SERVICES	22,382	18,429	15,000	15,000	15,000	15,000
000.10.523.600.41.51	PROFESSIONAL SERVICES	-	1,538,230	1,100,146	1,125,146	1,087,076	1,087,076
000.10.523.600.51.00	INTERGVRNMTL PROFESSIONAL SVC	1,579,506	-	-	-	-	-
000.10.554.300.41.51	PROF SVCS-ANIMAL CONTROL (INT G	-	105,182	-	131,250	137,800	144,700
000.10.554.300.51.00	ANIMAL CONTROL	100,365	-	113,507	-	-	-
Totals		8,326,434	9,005,932	7,386,329	7,783,944	7,587,321	8,040,710

DEPARTMENT: Police (10)
FUND: General
RESPONSIBLE MANAGER: Eric Drever

DIVISION: Support Operations
FUND NUMBER: 000
POSITION: Interim Chief of Police

Description

Support Operations (formerly Special Services) process all department criminal and incident reports while complying with laws regarding privacy and security. Respond to public disclosure requests and serve as department receptionists. Maintain and store all criminal history records information.

Expenditure Summary

<i>Police - Support Operations</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 764,509	\$ 832,029	\$ 777,039	\$ 942,412	\$ 911,567	\$ 966,256	-3.27%	6.00%
Personnel Benefits	306,804	328,558	322,327	366,384	438,875	459,587	19.79%	4.72%
Supplies	27,902	20,261	10,500	27,400	27,400	27,400	0.00%	0.00%
Services	66,262	100,309	128,000	76,000	76,000	76,000	0.00%	0.00%
Expenditure Total	\$ 1,165,477	\$ 1,281,157	\$ 1,237,866	\$ 1,412,196	\$ 1,453,842	\$ 1,529,243	2.95%	5.19%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.230.11.00	SALARIES	718,216	772,128	739,944	886,812	855,567	910,256
000.10.521.230.12.00	EXTRA LABOR	-	11,834	4,095	15,600	15,600	15,600
000.10.521.230.13.00	OVERTIME	33,594	33,110	18,000	25,000	40,400	40,400
000.10.521.230.13.01	OVERTIME - HOLIDAY PAY	12,698	14,957	15,000	15,000		
000.10.521.230.21.00	FICA	58,654	62,656	58,828	75,476	68,541	73,919
000.10.521.230.22.00	LEOFF	-	-	-	-	2,147	2,141
000.10.521.230.23.00	PERS	96,595	100,218	97,814	99,396	99,331	93,536
000.10.521.230.24.00	INDUSTRIAL INSURANCE	3,109	3,125	3,125	5,331	4,414	4,414
000.10.521.230.24.50	PAID FAMILY & MEDICAL LEAVE PREMIL	46	1,232	1,232	-	1,267	1,347
000.10.521.230.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	14,443	28,538	28,538	15,707	4,766	5,148
000.10.521.230.25.97	SELF-INSURED MEDICAL & DENTAL	133,957	132,790	132,790	170,474	258,409	279,082
000.10.521.230.26.00	UNEMPLOYMENT COMPENSATION	-	-	-	-		
000.10.521.230.31.00	OFFICE & OPERATING SUPPLIES	15,730	10,545	5,500	10,000	10,000	10,000
000.10.521.230.31.01	SUPPLIES - EVIDENCE	2,382	5,532	5,000	2,400	2,400	2,400
000.10.521.230.35.00	SMALL TOOLS & MINOR EQUIPMENT	9,790	4,183	-	15,000	15,000	15,000
000.10.521.230.41.00	PROFESSIONAL SERVICES	1,925	11,297	9,500	1,500	1,500	1,500
000.10.521.230.43.00	TRAVEL	-	1,981	-	-	-	-
000.10.521.230.48.00	REPAIRS AND MAINTENANCE	65,136	74,039	115,000	71,500	71,500	71,500
000.10.521.230.49.00	MISCELLANEOUS	(799)	12,992	3,500	3,000	3,000	3,000
Totals		1,165,477	1,281,157	1,237,866	1,412,196	1,453,842	1,529,243

DEPARTMENT: Police (10)
FUND: General
RESPONSIBLE MANAGER: Eric Drever

DIVISION: Investigations
FUND NUMBER: 000
POSITION: Interim Chief of Police

Description

Conduct all follow-up investigation associated with major crimes to include crimes against persons, crimes against property, fraud, and white-collar offenses.

Expenditure Summary

<i>Police - Investigations</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 1,409,991	\$ 1,184,785	\$ 1,201,927	\$ 1,635,932	\$ 1,332,755	\$ 1,369,166	-18.53%	2.73%
Personnel Benefits	422,860	364,811	535,914	571,440	492,038	515,686	-13.90%	4.81%
Supplies	13,715	13,080	4,000	6,000	6,000	6,000	0.00%	0.00%
Services	87,268	138,778	56,479	105,717	91,671	94,214	-13.29%	2.77%
Expenditure Total	\$ 1,933,834	\$ 1,701,453	\$ 1,798,320	\$ 2,319,089	\$ 1,922,464	\$ 1,985,066	-17.10%	3.26%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.210.11.00	SALARIES	1,261,166	1,056,426	1,058,691	1,495,932	1,191,355	1,227,766
000.10.521.210.12.00	EXTRA LABOR	18,585	8,715	-	-	-	-
000.10.521.210.13.00	OVERTIME	113,593	107,409	131,000	120,000	141,400	141,400
000.10.521.210.13.01	OVERTIME - HOLIDAY PAY	16,648	12,236	12,236	20,000	-	-
000.10.521.210.21.00	FICA	106,752	90,430	91,183	100,459	101,955	104,741
000.10.521.210.22.00	LEOFF	66,560	55,869	189,475	85,725	63,094	64,407
000.10.521.210.23.00	PERS	17,386	18,967	16,556	18,565	16,912	15,200
000.10.521.210.24.00	INDUSTRIAL INSURANCE	27,126	26,576	41,000	53,301	43,231	43,231
000.10.521.210.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	89	1,767	1,700	-	1,763	1,817
000.10.521.210.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	1,969	1,718	5,000	1,838	3,847	4,155
000.10.521.210.25.97	SELF-INSURED MEDICAL & DENTAL	202,978	169,484	191,000	311,552	261,236	282,135
000.10.521.210.31.00	OFFICE & OPERATING SUPPLIES	13,715	13,080	4,000	6,000	6,000	6,000
000.10.521.210.41.00	PROFESSIONAL SERVICES	19,429	8,571	13,600	15,000	15,000	15,000
000.10.521.210.43.00	TRAVEL	3,318	9,950	120	5,000	5,000	5,000
000.10.521.210.45.00	OPERATING RENTALS AND LEASES	342	-	-	-	-	-
000.10.521.210.45.94	EQUIPMENT RENTAL - REPLACEMENT	7,595	66,351	3,798	7,595	4,302	3,108
000.10.521.210.45.95	EQUIPMENT RENTAL - O & M	50,688	46,636	37,561	75,122	64,369	68,106
000.10.521.210.47.00	PUBLIC UTILITY SERVICES	96	-	-	-	-	-
000.10.521.210.48.00	REPAIRS AND MAINTENANCE	5,542	3,615	-	1,000	1,000	1,000
000.10.521.210.49.00	MISCELLANEOUS	257	3,654	1,400	2,000	2,000	2,000
Totals		1,933,834	1,701,453	1,798,320	2,319,089	1,922,464	1,985,066

DEPARTMENT: Police (10)
FUND: General
RESPONSIBLE MANAGER: Eric Drever

DIVISION: Tukwila Anti-Crime
FUND NUMBER: 000
POSITION: Interim Chief of Police

Description

This unit, internally referred to as the TAC Team, provides specific criminal emphasis operations, which include narcotics, gambling, and vice-related activities. Also included are all gambling licensee audits and adult entertainment license background checks.

Expenditure Summary

<i>Police - Tukwila Anti-Crime</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 549,566	\$ 543,553	\$ 526,709	\$ 731,133	\$ 522,321	\$ 536,597	-28.56%	2.73%	
Personnel Benefits	187,698	172,381	172,996	222,749	195,675	206,279	-12.15%	5.42%	
Supplies	1,745	2,550	2,550	2,500	2,500	2,500	0.00%	0.00%	
Services	73,426	80,910	56,365	86,689	73,045	74,675	-15.74%	2.23%	
Expenditure Total	\$ 812,442	\$ 799,394	\$ 758,620	\$ 1,043,071	\$ 793,541	\$ 820,051	-23.92%	3.34%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.250.11.00	SALARIES	458,748	465,870	447,940	643,056	433,363	447,639
000.10.521.250.13.00	OVERTIME	81,341	69,913	71,000	79,077	88,958	88,958
000.10.521.250.13.01	OVERTIME - HOLIDAY PAY	9,477	7,769	7,769	9,000		
000.10.521.250.21.00	FICA	41,340	39,947	40,071	56,335	39,958	41,050
000.10.521.250.22.00	LEOFF	29,692	28,413	28,144	29,617	27,761	28,440
000.10.521.250.24.00	INDUSTRIAL INSURANCE	11,425	12,774	12,774	18,459	17,171	17,171
000.10.521.250.24.50	PAID FAMILY & MEDICAL LEAVE PRE	38	777	777	-	641	663
000.10.521.250.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	551	441	1,200	354	664	717
000.10.521.250.25.97	SELF-INSURED MEDICAL & DENTAL	104,653	90,030	90,030	117,984	109,480	118,238
000.10.521.250.31.00	OFFICE & OPERATING SUPPLIES	1,745	2,550	2,550	2,500	2,500	2,500
000.10.521.250.43.00	TRAVEL	-	62	-	-	-	-
000.10.521.250.45.00	OPERATING RENTALS AND LEASES	14,447	28,911	29,000	29,000	29,000	29,000
000.10.521.250.45.94	EQUIPMENT RENTAL - REPLACEMENT	2,675	13,580	1,338	2,675	860	622
000.10.521.250.45.95	EQUIPMENT RENTAL - O & M	37,516	25,293	22,007	44,014	32,185	34,053
000.10.521.250.48.00	REPAIRS AND MAINTENANCE	4,120	-	-	1,000	1,000	1,000
000.10.521.250.49.00	MISCELLANEOUS	14,667	13,052	4,000	10,000	10,000	10,000
000.10.521.250.49.53	MISCELLANEOUS	-	13	20	-	-	-
000.10.521.250.53.00	EXT TAXES & OPERATING ASSMNTS	6	-	-	-	-	-
Totals		812,442	799,394	758,620	1,043,071	793,541	820,051

DEPARTMENT: Police (10)
FUND: General
RESPONSIBLE MANAGER: Eric Drever

DIVISION: Professional Standards
FUND NUMBER: 000
POSITION: Interim Chief of Police

Description

This section provides on-going commercial and residential security surveys, community training and information programs, and oversees the Department's adherence to internal policies.. The team also maintains an on-going D.A.R.E. program within elementary, middle, and high school levels.

Expenditure Summary

<i>Police - Professional Standards</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 996,060	\$ 182,907	\$ 159,734	\$ 131,708	\$ 136,864	\$ 139,377	3.91%	1.84%
Personnel Benefits	336,583	55,154	55,001	406,702	50,712	53,304	-87.53%	5.11%
Supplies	11,469	34,802	3,839	10,300	10,300	10,300	0.00%	0.00%
Services	114,565	115,851	115,422	75,653	55,248	55,316	-26.97%	0.12%
Expenditure Total	\$ 1,458,677	\$ 388,714	\$ 333,996	\$ 624,363	\$ 253,124	\$ 258,297	-59.46%	2.04%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.300.11.00	SALARIES	916,026	143,869	124,784	118,392	125,653	128,166
000.10.521.300.12.00	EXTRA LABOR	1,501	21,454	4,450	-	-	-
000.10.521.300.13.00	OVERTIME	63,503	15,054	28,000	11,100	11,211	11,211
000.10.521.300.13.01	OVERTIME - HOLIDAY PAY	15,030	2,530	2,500	2,216	-	-
000.10.521.300.21.00	FICA	76,038	13,274	12,000	22,828	10,470	10,662
000.10.521.300.22.00	LEOFF	48,914	7,850	8,200	63,760	7,274	7,387
000.10.521.300.23.00	PERS	11,428	1,878	-	11,701	-	-
000.10.521.300.24.00	INDUSTRIAL INSURANCE	21,525	5,433	7,660	37,061	4,242	4,242
000.10.521.300.24.50	PAID FAMILY & MEDICAL LEAVE PRE	33	259	260	-	186	190
000.10.521.300.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	1,333	392	400	1,187	68	73
000.10.521.300.25.97	SELF-INSURED MEDICAL & DENTAL	177,311	26,067	26,481	270,165	28,472	30,750
000.10.521.300.31.00	OFFICE & OPERATING SUPPLIES	8,272	32,987	3,839	6,300	6,300	6,300
000.10.521.300.31.01	DARE SUPPLIES - DONATIONS	3,197	1,815	-	4,000	4,000	4,000
000.10.521.300.43.00	TRAVEL	-	112	-	-	-	-
000.10.521.300.43.01	DARE DONATIONS - TRAVEL	222	-	-	-	-	-
000.10.521.300.45.94	EQUIPMENT RENTAL - REPLACEMENT	1,365	5,672	683	1,365	430	311
000.10.521.300.45.95	EQUIPMENT RENTAL - O & M	29,169	11,745	11,344	22,688	3,218	3,405
000.10.521.300.48.00	REPAIRS AND MAINTENANCE	74,683	92,149	100,705	51,000	51,000	51,000
000.10.521.300.49.00	MISCELLANEOUS	9,126	6,021	2,510	600	600	600
000.10.521.300.49.08	CREDIT CARD FEES	-	152	180	-	-	-
Totals		1,458,677	388,714	333,996	624,363	253,124	258,297

DEPARTMENT: Police (10)
FUND: General
RESPONSIBLE MANAGER: Eric Drever

DIVISION: Training
FUND NUMBER: 000
POSITION: Interim Chief of Police

Description

Planning, evaluation, scheduling, and documentation of all training programs within the department.

Expenditure Summary

<i>Police - Training</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 117,711	\$ 121,292	\$ 123,685	\$ 120,392	\$ 97,280	\$ 103,175	-19.20%	6.06%
Personnel Benefits	37,438	39,318	44,374	47,625	45,165	48,177	-5.17%	6.67%
Supplies	51,075	78,471	44,490	40,000	40,000	40,000	0.00%	0.00%
Services	117,196	119,758	44,110	75,621	79,269	79,337	4.82%	0.09%
Expenditure Total	\$ 323,420	\$ 358,839	\$ 256,659	\$ 283,638	\$ 261,714	\$ 270,689	-7.73%	3.43%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.400.11.00	SALARIES	109,998	109,385	110,485	109,392	86,170	92,065
000.10.521.400.13.00	OVERTIME	4,770	10,038	12,000	8,000	11,110	11,110
000.10.521.400.13.01	OVERTIME - HOLIDAY PAY	2,943	1,869	1,200	3,000		
000.10.521.400.21.00	FICA	8,825	9,100	9,195	9,689	7,442	7,893
000.10.521.400.22.00	LEOFF	6,437	6,560	6,514	5,984	5,170	5,468
000.10.521.400.24.00	INDUSTRIAL INSURANCE	2,385	2,926	4,450	3,542	4,242	4,242
000.10.521.400.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	6	184	184	-	128	136
000.10.521.400.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	110	108	600	71	136	147
000.10.521.400.25.97	SELF-INSURED MEDICAL & DENTAL	19,674	20,439	23,431	28,339	28,047	30,291
000.10.521.400.31.00	OFFICE & OPERATING SUPPLIES	51,075	78,471	44,490	40,000	40,000	40,000
000.10.521.400.41.00	PROFESSIONAL SERVICES	5,000	-	-	4,000	4,000	4,000
000.10.521.400.43.00	TRAVEL	38,144	46,234	7,000	26,380	26,380	26,380
000.10.521.400.45.00	OPERATING RENTALS & LEASES	1,455	6,635	-	1,800	1,800	1,800
000.10.521.400.45.94	EQUIPMENT RENTAL - REPLACEMENT	-	-	-	-	430	311
000.10.521.400.45.95	EQUIPMENT RENTAL - O & M	-	-	-	-	3,218	3,405
000.10.521.400.48.00	REPAIRS AND MAINTENANCE	-	448	2,310	2,500	2,500	2,500
000.10.521.400.49.00	MISCELLANEOUS	72,597	66,441	34,800	40,941	40,941	40,941
Totals		323,420	358,839	256,659	283,638	261,714	270,689

DEPARTMENT: Police (10)
FUND: General
RESPONSIBLE MANAGER: Eric Drever

DIVISION: Traffic
FUND NUMBER: 000
POSITION: Interim Chief of Police

Description

Provides traffic law enforcement and traffic control. Investigates traffic related incidents and develops Provides specialized traffic-related law enforcement and safety. Investigates traffic related incidents and develops and works from a comprehensive traffic plan, which includes traffic safety education, enforcement programs such as D.U.I. enforcement, and coordination with City Engineering. The Department's Police Support Officers are members of the Traffic Division.

Expenditure Summary

Police - Traffic								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 362,587	\$ 546,793	\$ 686,640	\$ 635,684	\$ 721,211	\$ 741,520	13.45%	2.82%
Personnel Benefits	119,209	172,892	244,039	220,988	308,874	324,389	39.77%	5.02%
Supplies	38,412	22,341	5,000	4,600	4,600	4,600	0.00%	0.00%
Services	79,403	85,418	28,443	53,684	44,051	46,174	-17.94%	4.82%
Dispatch Services	1,131,133	1,152,470	1,174,997	1,212,591	1,189,999	1,219,051	-1.86%	2.44%
Expenditure Total	\$ 1,730,744	\$ 1,979,915	\$ 2,139,119	\$ 2,127,547	\$ 2,268,735	\$ 2,335,734	6.64%	2.95%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.240.41.51	PROF SVCS-DISPATCHING, DATA (INT G	-	1,152,470	1,174,997	1,187,591	1,133,816	1,162,351
000.10.521.240.42.00	COMMUNICATION	-	-	-	-	10,000	10,000
000.10.521.240.45.00	ACCESS FEES	-	-	-	-	25,600	25,600
000.10.521.240.48.01	800 MHZ RADIO ASSESSMENTS	-	-	-	-	20,583	21,100
000.10.521.240.51.00	VALLEY COM	1,131,133	-	-	-	-	-
000.10.521.700.11.00	SALARIES	333,565	488,745	618,454	605,684	690,911	711,220
000.10.521.700.13.00	OVERTIME	23,910	52,863	63,000	25,000	30,300	30,300
000.10.521.700.13.01	OVERTIME - HOLIDAY PAY	5,112	5,186	5,186	5,000	-	-
000.10.521.700.21.00	FICA	28,034	40,280	52,946	114,781	55,173	56,726
000.10.521.700.22.00	LEOFF	19,215	25,385	32,361	18,530	30,962	31,640
000.10.521.700.23.00	PERS	-	8	-	8,208	16,100	15,018
000.10.521.700.23.01	PSERS	2,342	8,971	9,253	-	-	-
000.10.521.700.24.00	INDUSTRIAL INSURANCE	7,440	11,460	21,200	13,130	26,412	26,412
000.10.521.700.24.50	PAID FAMILY & MEDICAL LEAVE PREMIL	24	803	800	-	1,023	1,053
000.10.521.700.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	432	796	1,800	283	1,903	2,055
000.10.521.700.25.97	SELF-INSURED MEDICAL & DENTAL	61,722	85,189	125,679	91,056	177,301	191,485
000.10.521.700.31.00	OFFICE & OPERATING SUPPLIES	38,412	22,341	5,000	4,600	4,600	4,600
000.10.521.700.45.94	EQUIPMENT RENTAL - REPLACEMENT	989	18,906	495	989	430	311
000.10.521.700.45.95	EQUIPMENT RENTAL - O & M	75,221	64,115	23,848	47,695	38,621	40,863
000.10.521.700.48.00	REPAIRS AND MAINTENANCE	3,165	1,761	2,600	4,500	4,500	4,500
000.10.521.700.49.00	MISCELLANEOUS	28	637	1,500	500	500	500
Totals		1,730,744	1,979,915	2,139,119	2,127,547	2,268,735	2,335,734

DEPARTMENT: Police (10)
FUND: General
RESPONSIBLE MANAGER: Eric Drever

DIVISION: Special Operations
FUND NUMBER: 000
POSITION: Interim Chief of Police

Description

The Special Operations Division houses the Police Department's more specialized and proactive teams and equipment. Examples include the Community Policing Team, SWAT/Civil Disturbance/Hostage Negotiators, and School Resource Officers.

Expenditure Summary

<i>Police - Special Operations</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ -	\$ 563,386	\$ 692,904	\$ 945,147	\$ 649,648	\$ 667,527	-31.26%	2.75%
Personnel Benefits	-	201,467	265,212	65,085	274,577	289,962	321.87%	5.60%
Supplies	-	25,237	20,000	15,000	15,000	15,000	0.00%	0.00%
Services	-	70,418	38,000	13,167	46,643	48,152	254.24%	3.24%
Capital Outlays	-	11,838	-	-	-	-	-	-
Expenditure Total	\$ -	\$ 872,346	\$ 1,016,116	\$ 1,038,399	\$ 985,868	\$ 1,020,641	-5.06%	3.53%

General Ledger Code Details

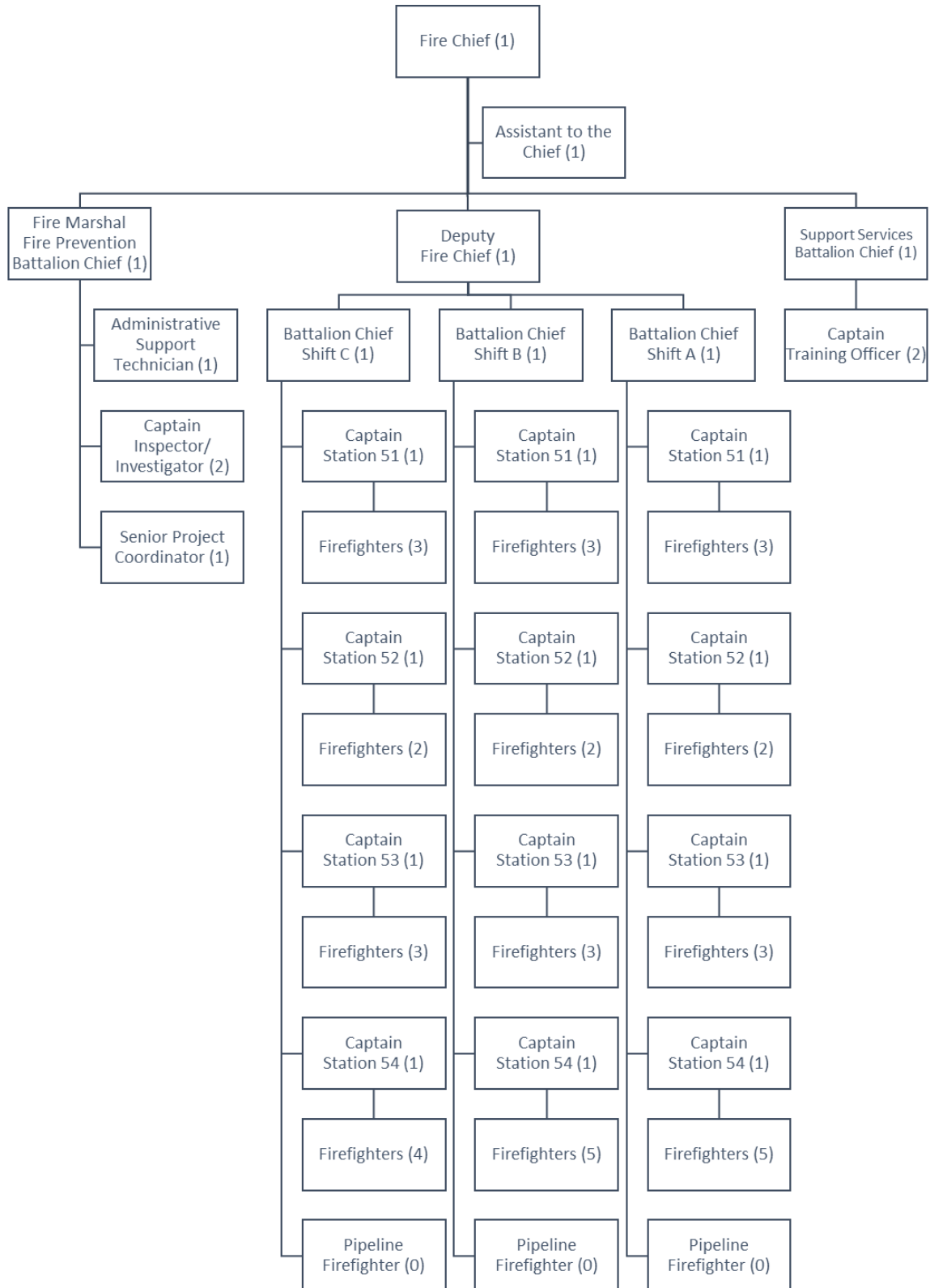
Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.10.521.260.11.00	SALARIES	-	531,455	638,931	945,147	649,648	667,527
000.10.521.260.13.00	OVERTIME	-	23,958	46,000	-	-	-
000.10.521.260.13.01	OVERTIME	-	7,973	7,973	-	-	-
000.10.521.260.21.00	FICA	-	42,982	52,655	61,179	49,698	51,066
000.10.521.260.22.00	LEOFF	-	30,168	36,695	-	34,529	35,379
000.10.521.260.24.00	INDUSTRIAL INSURANCE	-	13,670	24,000	-	25,143	25,143
000.10.521.260.24.50	INDUSTRIAL INSURANCE	-	862	862	-	961	988
000.10.521.260.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	-	327	3,000	-	1,380	1,491
000.10.521.260.25.97	MEDICAL, DENTAL, LIFE, OPTICAL	-	113,458	148,000	3,906	162,866	175,895
000.10.521.260.31.00	OFFICE & OPERATING SUPPLIES	-	10,223	4,000	-	-	-
000.10.521.260.31.03	SUPPLIES - COMMUNITY POLICING T	-	1,815	4,000	-	-	-
000.10.521.260.31.04	SUPPLIES-EMERGENCY SERVICES U	-	9,430	4,000	10,000	10,000	10,000
000.10.521.260.31.05	SUPPLIES-CIVIL DISTURBANCE UNIT	-	3,769	8,000	5,000	5,000	5,000
000.10.521.260.41.00	PROFESSIONAL SERVICES	-	51,088	-	-	-	-
000.10.521.260.41.51	PROFESSIONAL SERVICES	-	15,917	-	13,167	13,167	13,167
000.10.521.260.45.94	EQUIPMENT RENTAL - REPLACEMEN	-	-	-	-	1,291	932
000.10.521.260.45.95	EQUIPMENT RENTAL - O & M	-	-	-	-	32,185	34,053
000.10.521.260.49.00	MISCELLANEOUS	-	15,250	38,000	-	-	-
Totals		-	872,346	1,016,116	1,038,399	985,868	1,020,641



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Fire Department



DEPARTMENT: Fire (11)**FUND:** General**RESPONSIBLE MANAGER:** Jay Wittwer**FUND NUMBER:** 000**POSITION:** Fire Chief**Description**

The Fire Department is an all hazard service, providing first tier emergency response to incidents involving fire, emergency medical services, motor vehicle accidents, hazardous materials, rescue, and fulfills non-emergency service requests as well. The department provides fire prevention and investigation services through the office of the Fire Marshal. The department is involved in the greater community through outreach and collaborative city events and programs. The department cooperates and as necessary coordinates operations with other city departments.

2019-2020 Accomplishments

- ◆ Participated in station design planning for Stations 51, 52 and the Justice Center. **Strategic Goals 1, 2 & 5**
- ◆ September 10, 2020 opening of Fire Station 51 located in South Tukwila area. **Strategic Goals 1, 2 & 5**
- ◆ Designed and replaced three fire apparatus: L354, E351 and E352. **Strategic Goals 1, 2 & 5**
- ◆ Adoption of emergency response standards through City Council action; Resolution 1977. **Strategic Goals 1, 2 & 5**
- ◆ Completed all the City Council Provisos as set out in Ordinance 2621. **Strategic Goals 1, 2 & 5**
- ◆ Transitioned the Emergency Management function to Police Department. **Strategic Goals 1, 2, 4 & 5**
- ◆ Established a Support Services Battalion Chief position. **Strategic Goal 3**
- ◆ Graduated three employees out of the JATC program, they became 1st Class Firefighters. **Strategic Goals 1, 2, 4 & 5**
- ◆ Joined Zone 3 PIO response program and established social media outreach program by creating Twitter, Instagram, and Facebook pages. **Strategic Goals 1, 2 & 5**

2021-2022 Outcome Goals

- ◆ Continue department participation in processes and actions needed to replace and put into service Fire Stations 51 and 52. Plan to update Fire Station 54. **Strategic Goals 1, 2 & 5**
- ◆ Continue participation in JATC program. Enroll all new uniformed employees. **Strategic Goals 1, 2, 4 & 5**
- ◆ Strategic Planning process with six year plan in place. **Strategic Goals 1, 2, 4 & 5**

- ◆ Evaluate and update, if needed, the Emergency Response Standards. **Strategic Goals 1, 2, 4 & 5**
- ◆ Support community education. Increased numbers of trained community members as related to first aid/CPR/public defibrillator, fire extinguisher use, and CERT. **Strategic Goals 1, 2 & 5**
- ◆ Continue to provide a sustainable fire department response to the community. **Strategic Goals 1, 2 & 5**
- ◆ Company level inspection program, for businesses in Tukwila. **Strategic Goals 1, 2 & 5**
- ◆ Continue public outreach with social media platforms to keep the community informed and engaged. **Strategic Goals 1, 2 & 5**
- ◆ Assist with establishing a joint new-hire testing program with emphasize on providing and hiring from a more diversified field of applicants. **Strategic Goals 1, 2, 4 & 5**

2021-2022 Indicators of Success

- ◆ Continued reduction of fire loss through more aggressive inspection scheduling, preparedness through training and through public education opportunities.
- ◆ Have future direction of department established and appropriate actions in place regarding that direction.
- ◆ Sustain department statistics related to survival of sudden cardiac arrest that contribute positively to outstanding regional statistics and outcomes.
- ◆ Increased numbers of trained community members as related to first aid/CPR/public defibrillator, fire extinguisher use, and assist Emergency Management with CERT training.
- ◆ Continue to decrease overtime expenditures, enhanced succession, increased efficiencies, and provide additional service through the utilization of pipeline employees.
- ◆ Increased morale, job satisfaction and engagement with intra and interdepartmental committees.
- ◆ A more informed public thanks to sharing information through our social media platforms.

Program Change Discussion:

The Fire Department's budget reductions come primarily from two areas:

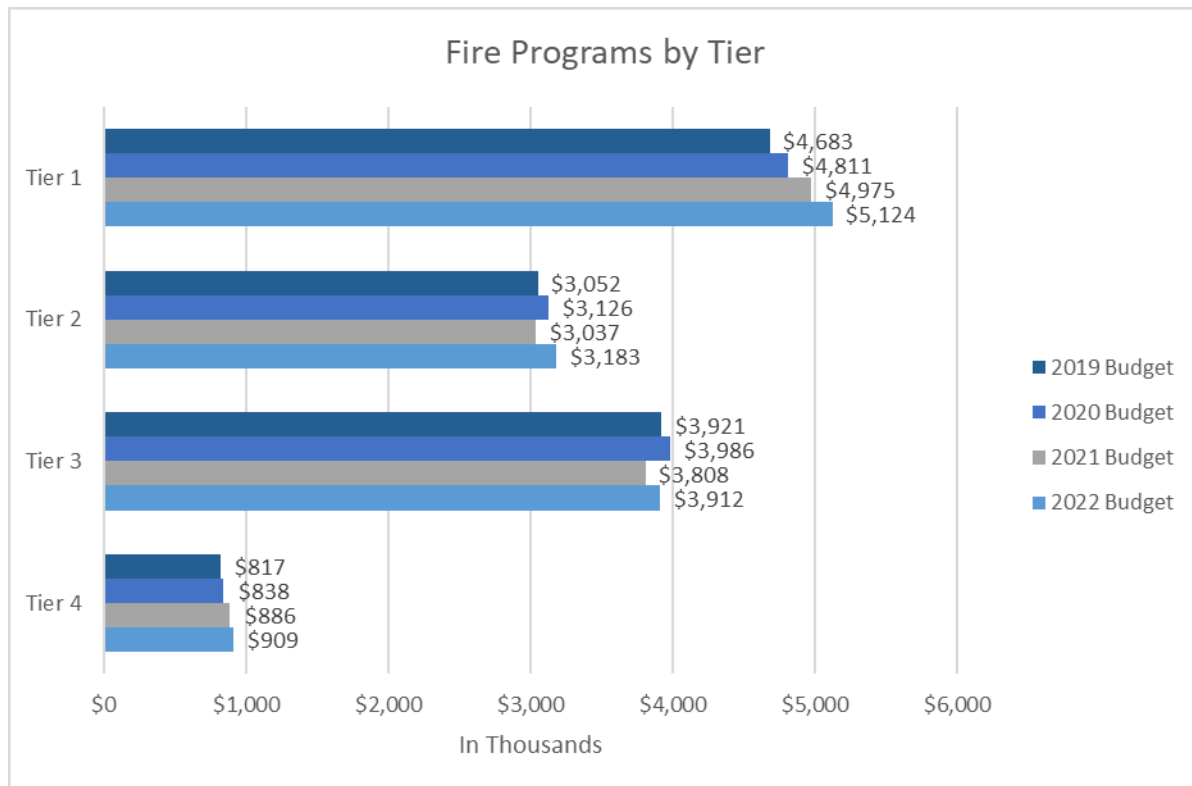
1. Supplies and services: a reduction of \$80,000 from these two budget lines. This action will reduce outside contract services. This will also reduce supplies that support all divisions.
2. Overtime for all divisions: the budget for overtime more closely reflects the actual usage in 2020. The department will need to manage overtime costs appropriately.

Department Detail:**Staffing and Expenditure by Program**

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Emergency Response - Fire & EMS	21.63	3,654,593	28.6%	20.96	3,789,375	29.8%	3,910,203	29.8%
Logistics/Equipment Repair & Maintenance	1.65	1,012,130	7.9%	1.68	770,194	6.1%	781,399	6.0%
Training received	5.21	948,818	7.4%	5.09	906,665	7.1%	932,857	7.1%
NON-Emergency Response	5.02	783,958	6.1%	4.84	804,598	6.3%	832,896	6.3%
Health and Safety	5.15	768,329	6.0%	5.09	811,990	6.4%	838,049	6.4%
Training Delivery	3.12	538,490	4.2%	3.11	540,659	4.3%	556,430	4.2%
Administration	5.53	1,205,711	9.4%	5.72	1,542,587	12.1%	1,650,594	12.6%
Apparatus and Equipment Check	2.86	424,340	3.3%	2.78	441,647	3.5%	455,739	3.5%
Special Projects/Tasks	1.90	307,780	2.4%	2.14	363,123	2.9%	373,444	2.8%
Valley Communications & Emergency Radios	0.22	259,554	2.0%	0.25	255,055	2.0%	261,783	2.0%
Fire Prevention Plan Review & Inspection Duties	1.19	243,197	1.9%	1.18	256,091	2.0%	255,426	1.9%
Custodial Services	1.42	233,954	1.8%	1.34	237,394	1.9%	243,966	1.9%
Logistics	1.62	249,106	2.0%	1.62	273,246	2.2%	281,670	2.1%
Deployments	0.02	208,146	1.6%	0.02	109,427	0.9%	109,712	0.8%
Professional Development	1.06	203,982	1.6%	1.14	224,151	1.8%	229,962	1.8%
Fleet, 3rd Party Maintenance & Testing	1.48	229,634	1.8%	1.44	233,201	1.8%	240,721	1.8%
Personal Protective Equipment (PPE) - Suppresion	1.08	171,376	1.3%	1.23	207,071	1.6%	213,204	1.6%
Emergency Management Administrative	0.67	144,106	1.1%	0.43	-	0.0%	-	0.0%
Inter-Department Support	0.94	142,198	1.1%	0.87	142,774	1.1%	146,835	1.1%
Community Outreach/Education Emergency Management	0.92	172,996	1.4%	0.49	115,238	0.9%	118,327	0.9%
Personal Protective Equipment (PPE) - Fire Prevention/Inspections	0.82	126,333	1.0%	0.92	151,054	1.2%	155,651	1.2%
Facilities	0.25	123,690	1.0%	0.24	123,593	1.0%	125,148	1.0%
Budgeting	0.58	97,129	0.8%	0.62	108,108	0.9%	111,208	0.8%
Emergency Management Planning	0.42	94,464	0.7%	0.45	-	0.0%	-	0.0%
Fire Prevention Administrative	0.56	76,356	0.6%	0.18	39,068	0.3%	38,006	0.3%
Fire Prevention Investigation Duties	0.23	69,095	0.5%	0.10	61,938	0.5%	60,941	0.5%
Public Records Requests	0.53	58,194	0.5%	0.35	44,250	0.3%	45,334	0.3%
Rescue Team, Water, Trench, Rope	0.10	47,783	0.4%	0.01	33,915	0.3%	34,143	0.3%
Recruiting & Hiring	0.15	39,275	0.3%	0.10	36,958	0.3%	37,862	0.3%
Emergency Management Assistance Team	0.17	37,461	0.3%	0.18	-	0.0%	-	0.0%
Pre-Fires	0.18	30,763	0.2%	0.20	35,464	0.3%	36,360	0.3%
Public Services	0.18	25,671	0.2%	0.11	17,323	0.1%	17,687	0.1%
Special Events Overtime	0.07	11,643	0.1%	0.07	12,174	0.1%	12,519	0.1%
HazMat Team	0.01	10,734	0.1%	0.02	12,485	0.1%	12,835	0.1%
Emergency Messaging	0.03	6,305	0.0%	0.02	4,224	0.0%	4,343	0.0%
Explorer Program	0.03	5,095	0.0%	0.01	1,822	0.0%	1,870	0.0%
PROGRAM TOTALS	67.00	12,762,387	98.05%	65.00	12,706,860	100.00%	13,127,126	100.00%

Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Fire fall into all four tiers with 38% of the budget allocated to the top tier.



Program Descriptions

Emergency Response: Fire, EMS, Rescue, HazMat, report writing, unit readiness, report writing. NFIRS, ESO, research, accident investigations, station logbook.

Administration: Administrative meetings, minutes, emails, phone calls, paper, copying, printing, rental costs, report writing.

Logistics/Equipment Repair and Replacement: Cleaning and minor repair of apparatus, small tools, SCBA, and other specialty equipment and long-term replacement costs.

Training Received: Includes academies, Blue Card, JATC, video watching and consortium drills/exercises, individual crew or multi-company drills, Time spent traveling to/from classes, meetings, conferences, etc.

Non-Emergency and Response: Service calls, false calls, others, report writing.

Health and Safety: Daily PT, stretching, equipment and maintenance. Includes peer support, health and safety programs, record keeping.

Training Delivery: Preparing for drills, training record review/data entry, logistical support, training/educating public.

Apparatus and Equipment Check: Includes, daily and Sunday equipment checks, aid gear, SCBA, radio's, hand tools, power tools maintenance, record keeping.

Special Projects/Tasks: Committees, tasks or assignments not covered in one of the categories above, such as Small Engines, Apparatus Spec, and JATC.

Valley Communications and Emergency Radios: Includes reviewing/maintaining FRL's, type codes, mapping and pre-fire input, PSERN, maintenance of radio's, charging batteries, City wide emergency radio program, record keeping, billing etc.

Logistics: Research, purchasing, delivery, management, and inventorying of supplies such as aid equipment, station supplies, this will also include our aid runs, mail run. Rehab equipment, supplies. This program does not include time spent with the Explorers, nor personnel time in rehab at an incident.

Fire Prevention Plan Review and Inspection Duties: Plan review, special permit events, building inspection, new construction/TI inspections, re-inspections, walk through, contractor billable after hours OT.

Custodial Services: Station cleaning interior/exterior, Saturday and Sunday chores, custodial supplies.

Fleet, 3rd Party Maintenance and Testing: Time spent coordinating repairs, daily and Sunday checks, fueling, pump testing, apparatus swap overs, washing, minor maintenance and long-term replacement costs. Coordination of outsourcing, repair, inspections, cleaning of hose and ladders.

Deployments: Deployments out of jurisdiction that are reimbursed.

Professional Development: Career development, coaching, mentoring, discipline, counseling, certifications, memberships.

Community Outreach/Education: Includes fire extinguisher classes, First Aid/CPR training, fire prevention education, public relations, tours.

Personal Protective Equipment (PPE) – Suppression: Purchasing and maintenance, inventory, bunker gear, uniform purchases, and cleaning.

Emergency Management Administrative: This program moved to the Police department effective January 1, 2021.

Inter-Department Support: Fire department assisting or supporting other departments' programs, such as Community Connectors, Communication Roundtable.

Personal Protective Equipment (PPE) – Fire Prevention/Inspections: Purchasing and maintenance, inventory, investigative gear, uniform purchases, and cleaning.

Facilities: Stations 51, 52, 53, 54, Fire Marshal Office, , including utilities, Repairs, painting, minor maintenance, garbage & recycling.

Budgeting: Research, purchasing, documentation, P-Card tasks.

Emergency Management Planning: This program moved to the Police department effective January 1, 2021.

Fire Prevention Administrative: Record keeping, filing, scanning, permit management, phone calls, emails, meetings, report writing

Fire Prevention Investigation Duties: Fire investigations, origin, cause and criminal follow-up, report writing, court preparation and attendance,

Public Records Requests: Public Records requests, filing, record keeping, Research, scheduling, documentation, reporting

Rescue Team, Water, Trench, Rope: Any Team Time, Team meetings, equipment or tool maintenance, drill time, purchasing, report writing etc.

Recruiting & Hiring: Testing, training of new recruits, PPE purchasing, advertising

Emergency Management Assistance Team: This program moved to the Police department effective January 1, 2021.

Pre-Fires: Research, planning, drawing and maintenance.

Public Services: Blood Pressures, public assistance, events, standby, etc.

Special Events Overtime: Includes FEMA, Task Force, EMAT, special teams, fire prevention contractor billable.

HazMat Team: Any team time, team meetings, equipment or tool maintenance, drill time, purchasing, report writing etc.

Emergency Messaging: Code Red Alert and Warning system, AHAB, AM Radio Ch 1600, Cable TV Ch. 21.

Explorer Program: Includes Explorer Post 51, Occupational Skills Center (OSC), paperwork, planning, participation.

Expenditure Summary

<i>Fire Department</i>								
Expenditures By Program	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Administration	\$ 963,811	\$ 935,773	\$ 1,032,351	\$ 1,206,908	\$ 1,235,129	\$ 1,283,624	2.34%	3.93%
Suppression	9,311,411	9,427,507	9,510,359	9,737,195	9,777,570	10,123,773	0.41%	3.54%
Prevention & Investigation	907,865	1,033,878	821,721	861,363	812,110	821,603	-5.72%	1.17%
Training	443,176	412,581	400,289	451,913	481,838	492,252	6.62%	2.16%
Facilities	99,779	106,269	120,724	110,860	110,860	110,860	0.00%	0.00%
Special Operations	20,836	27,748	7,958	42,224	40,769	41,344	-3.45%	1.41%
Rescue & Emergency Aid	240,781	256,724	286,512	268,321	248,584	253,660	-7.36%	2.04%
Emergency Management	368,541	361,796	322,624	440,104	-	-	-100.00%	#DIV/0!
Department Total	\$ 12,356,200	\$ 12,562,278	\$ 12,502,538	\$ 13,118,888	\$ 12,706,860	\$ 13,127,116	-3.14%	3.31%

<i>Fire Department</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 8,453,303	\$ 8,600,624	\$ 8,435,975	\$ 8,496,925	\$ 8,305,544	\$ 8,495,173	-2.25%	2.28%
Personnel Benefits	2,411,613	2,535,279	2,696,642	2,677,475	2,804,654	3,014,874	4.75%	7.50%
Supplies	174,853	210,374	193,208	294,145	247,877	247,877	-15.73%	0.00%
Services	1,106,361	1,216,001	941,908	1,228,398	1,137,915	1,153,022	-7.37%	1.33%
Intergovt. Svcs & Taxes	210,070	-	229,310	221,945	210,870	216,170	-4.99%	2.51%
Capital Outlays	-	-	5,495	200,000	-	-	0.00%	0.00%
Department Total	\$ 12,356,200	\$ 12,562,278	\$ 12,502,538	\$ 13,118,888	\$ 12,706,860	\$ 13,127,116	-3.14%	3.31%

Salary and Benefits Details

<i>Fire Department</i>							
Position	2020	2021	2021 Budgeted		2022	2022 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Fire Chief	1	1	\$ 168,762	\$ 53,558	1	\$ 172,119	\$ 56,042
Deputy Fire Chief	1	1	133,320	51,235	1	142,176	54,629
Assistant to Fire Chief	1	1	81,301	36,398	1	82,879	37,199
Admin Support Technician	2	1	63,193	37,593	1	64,309	38,930
Fire Battalion Chief	5	5	737,141	195,876	5	751,875	206,144
Fire Captain	16	16	2,063,084	628,150	16	2,104,291	662,422
Firefighter	39	39	4,228,408	1,479,911	39	4,345,398	1,565,043
Fire Project Coordinator	1	1	101,567	42,631	1	103,358	43,193
CERT Trainer	1	0	-	-	0	-	-
Acting Pay			63,000	1,974		63,000	1,974
Overtime			400,268	19,085		400,268	19,055
Holiday Pay			265,500	4,243		265,500	4,243
Retiree Medical			-	189,000		-	261,000
Firemen's Pension			-	65,000		-	65,000
Department Total	67	65	\$ 8,305,544	\$ 2,804,654	65	\$ 8,495,173	\$ 3,014,874

Expenditure Detail - Supplies, Services and Other

Supplies include small tools and equipment; Professional services and contract include travel, equipment replacement and O&M charges, insurance subscriptions and memberships, among others.

<i>Fire</i>						
Account Name	Actual			Budget		
	2018	2019	Projected 2020	2020	2021	2022
Salaries	\$ 7,575,800	\$ 7,594,717	\$ 7,859,043	\$ 7,666,823	\$ 7,639,776	\$ 7,829,405
Extra Labor	5,536	8,130	-	-	-	-
Overtime	640,208	752,311	324,291	534,648	400,268	400,268
Kelly/Holiday Pay	231,759	245,466	252,641	295,454	265,500	265,500
FICA	145,685	149,384	143,387	208,956	155,474	159,260
Pension - LEOFF	498,758	501,305	534,643	446,274	465,469	474,152
Pension - PERS	51,326	45,307	35,848	51,129	28,568	25,681
Industrial Insurance	288,027	341,327	390,089	422,619	362,825	363,200
Healthcare	1,427,818	1,497,956	1,592,675	1,548,497	1,792,318	1,992,581
Total Salaries & Benefits	10,864,916	11,135,903	11,132,617	11,174,400	11,110,198	11,510,047
Supplies	161,781	182,940	153,976	206,877	234,877	234,877
Small tools	13,071	27,433	39,232	87,268	13,000	13,000
Total Supplies	174,853	210,374	193,208	294,145	247,877	247,877
Professional services	(116,748)	78,570	80,543	81,000	81,000	81,000
Communication	42,498	30,654	35,427	32,170	32,170	32,170
Travel	15,473	16,195	1,718	7,000	7,000	7,000
Operating rentals	496,242	450,807	359,737	654,151	584,900	586,938
Insurance	191,453	164,888	173,213	199,922	180,690	198,759
Utilities	89,164	82,045	93,418	73,360	73,360	73,360
Repair and maintenance	43,171	43,621	70,269	36,921	36,921	36,921
Miscellaneous	345,109	133,635	127,583	143,874	141,874	136,874
Total Services	1,106,362	1,000,415	941,908	1,228,398	1,137,915	1,153,022
Intergovernmental	210,070	215,586	229,310	221,945	210,870	216,170
Capital	-	-	5,495	200,000	-	-
Total Other	210,070	215,586	234,805	421,945	210,870	216,170
Total Fire	\$ 12,356,200	\$ 12,562,278	\$ 12,502,538	\$ 13,118,888	\$ 12,706,860	\$ 13,127,116

DEPARTMENT: Fire (11)
FUND: General
RESPONSIBLE MANAGER: Jay Wittwer

DIVISION: Administration
FUND NUMBER: 000
POSITION: Fire Chief

Description

Our mission is to deliver professional services to the greater Tukwila community and provide a safe working environment for our personnel. Administration provides oversight, direction, support and encouragement to the various divisions, teams, and individual members of the department.

Expenditure Summary

<i>Fire - Administration</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 434,193	\$ 460,231	\$ 499,968	\$ 467,133	\$ 596,286	\$ 614,191	27.65%	3.00%
Personnel Benefits	212,992	214,958	262,314	230,316	285,232	295,474	23.84%	3.59%
Supplies	11,122	6,855	4,380	10,877	60,877	60,877	459.69%	0.00%
Services	305,503	253,728	265,689	298,582	292,734	313,082	-1.96%	6.95%
Capital Outlays	-	-	-	200,000	-	-	-100.00%	0.00%
Expenditure Total	\$ 963,811	\$ 935,773	\$ 1,032,351	\$ 1,206,908	\$ 1,235,129	\$ 1,283,624	2.34%	3.93%

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.11.522.100.11.00	SALARIES	434,184	457,606	499,863	466,669	596,286	614,191
000.11.522.100.12.00	EXTRA LABOR	-	2,520	-	-	-	-
000.11.522.100.13.00	OVERTIME	9	105	105	464	-	-
000.11.522.100.21.00	FICA	22,376	23,366	25,424	23,850	36,334	37,517
000.11.522.100.22.00	LEOFF	15,974	16,885	17,439	17,238	24,013	24,751
000.11.522.100.22.61	FIREMEN'S PENSION	71,286	68,569	118,995	72,000	65,000	65,000
000.11.522.100.23.00	PERS	17,483	18,096	18,311	18,229	16,776	15,087
000.11.522.100.24.00	INDUSTRIAL INSURANCE	7,598	8,224	5,925	10,344	17,431	17,431
000.11.522.100.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	27	607	61	-	883	909
000.11.522.100.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	3,496	3,672	3,389	3,831	3,830	4,137
000.11.522.100.25.97	SELF-INSURED MEDICAL & DENTAL	74,753	75,539	72,770	84,824	120,965	130,642
000.11.522.100.31.00	OFFICE & OPERATING SUPPLIES	1,193	493	84	-	-	-
000.11.522.100.31.01	EMERGENCY MGMT SUPPLIES	9,929	6,363	4,296	10,877	60,877	60,877
000.11.522.100.41.00	PROFESSIONAL SERVICES	48,246	35,672	41,498	25,000	25,000	25,000
000.11.522.100.42.00	COMMUNICATION	29,883	22,058	24,293	23,170	23,170	23,170
000.11.522.100.43.00	TRAVEL	3,283	1,737	248	2,250	2,250	2,250
000.11.522.100.45.00	OPERATING RENTALS AND LEASES	3,124	4,021	3,901	3,800	3,800	3,800
000.11.522.100.45.95	EQUIPMENT RENTAL - O & M	16,800	10,167	8,218	16,436	29,820	32,099
000.11.522.100.46.01	INSURANCE-LIABILITY	191,453	164,888	173,213	199,922	180,690	198,759
000.11.522.100.48.01	RADIOS	8,874	8,861	7,232	15,121	15,121	15,121
000.11.522.100.48.02	COPY MACHINE	-	-	-	300	300	300
000.11.522.100.49.00	MISCELLANEOUS	3,841	6,324	7,086	12,583	12,583	12,583
000.11.594.600.64.00	MACHINERY & EQUIPMENT	-	-	5,495	200,000	-	-
Totals		963,811	935,773	1,037,846	1,206,908	1,235,129	1,283,624

DEPARTMENT: Fire (11)
FUND: General
RESPONSIBLE MANAGER: Jay Wittwer

DIVISION: Suppression
FUND NUMBER: 000
POSITION: Fire Chief

Description

The primary responsibility of the Suppression Division of the Fire Department is to execute the numerous daily field operations that occur within the city and its extended mutual aid response area. Categorically, these operations are most frequently considered to be emergency or non-emergency. Responses to emergencies include, but are not limited to, fire, medical aid, transportation accidents, property damage, operations level hazardous materials and rescues. The division also supports other fire operations such as specialized/technical rescue response, technical hazardous materials response, training, fire prevention, public education, public relations, and business inspections. The division engages in continuous and ongoing training in area of responsibility.

Expenditure Summary

<i>Fire - Suppression</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 6,800,912	\$ 6,872,371	\$ 6,871,885	\$ 6,883,815	\$ 6,854,307	\$ 7,010,559	-0.43%	2.28%
Personnel Benefits	1,914,268	2,008,634	2,146,498	2,136,050	2,263,212	2,451,128	5.95%	8.30%
Supplies	89,569	86,871	51,153	105,500	105,500	105,500	0.00%	0.00%
Services	506,660	459,631	440,823	611,830	554,551	556,586	-9.36%	0.37%
Expenditure Total	\$ 9,311,411	\$ 9,427,507	\$ 9,510,359	\$ 9,737,195	\$ 9,777,570	\$10,123,773	0.41%	3.54%

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.11.522.200.11.00	SALARIES	6,056,649	6,104,260	99,904	6,147,539	63,000	63,000
000.11.522.200.13.00	OVERTIME	511,502	522,645	-	439,411	330,268	330,268
000.11.522.200.13.01	FLSA OVERTIME	1,003	-	-	1,411	-	-
000.11.522.200.15.00	HOLIDAY PAY	231,759	245,466	252,641	295,454	265,500	265,500
000.11.522.200.21.00	FICA	91,298	94,196	1,500	148,089	10,612	10,612
000.11.522.200.22.00	LEOFF	363,300	361,575	4,244	316,231	7,122	7,102
000.11.522.200.24.00	INDUSTRIAL INSURANCE	253,774	290,248	34,774	378,091	2,049	2,049
000.11.522.200.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	401	9,544	129	-	393	393
000.11.522.200.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	16,284	24,207	26,634	14,905	-	-
000.11.522.200.25.97	SELF-INSURED MEDICAL & DENTAL	1,044,921	1,084,502	10,894	1,119,734	-	-
000.11.522.200.25.99	RETIREEES SELF-INS MED & DENTAL	144,291	144,362	145,222	159,000	189,000	261,000
000.11.522.200.31.01	OPERATING SUPPLIES	65,375	66,539	40,825	55,000	55,000	55,000
000.11.522.200.31.03	EXPLORER POST SUPPLIES	40	40	2,660	2,500	2,500	2,500
000.11.522.200.31.04	NEW EMPLOYEE COSTS	17,811	18,641	7,668	25,000	25,000	25,000
000.11.522.200.31.06	SAFETY / HEALTH	2,890	623	-	11,000	11,000	11,000
000.11.522.200.35.00	SMALL TOOLS & MINOR EQUIPMENT	3,453	1,028	-	12,000	12,000	12,000
000.11.522.200.41.00	PROFESSIONAL SERVICES	100	5,025	59	4,000	4,000	4,000
000.11.522.200.41.02	SAFETY / HEALTH	3,911	3,131	4,825	8,000	8,000	8,000
000.11.522.200.41.03	FIRE EXTINGUISHER SERVICE	10,810	10,081	-	12,000	12,000	12,000
000.11.522.200.41.04	NEW EMPLOYEE COSTS	12,099	5,514	5,082	2,500	2,500	2,500
000.11.522.200.41.06	FITNESS ASSESSMENTS	-	100	-	-	-	-
000.11.522.200.42.00	COMMUNICATION	291	19	-	-	-	-
000.11.522.200.43.00	TRAVEL	-	6	-	-	-	-

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.11.522.200.45.95	EQUIPMENT RENTAL - O & M	416,020	358,189	271,270	542,539	485,260	487,295
000.11.522.200.48.01	REPAIRS & MAINTENANCE	31,837	34,576	63,037	20,000	20,000	20,000
000.11.522.200.48.02	FIRE EQUIPMENT	2,418	-	-	-	-	-
000.11.522.200.49.00	MISCELLANEOUS	(952)	3,711	35,119	2,000	2,000	2,000
000.11.522.200.49.05	UNIFORM CLEANING	30,125	39,279	61,431	20,791	20,791	20,791
000.11.522.201.11.00	SALARIES	-	-	2,069,981	-	2,073,493	2,123,039
000.11.522.201.13.00	OVERTIME	-	-	129,049	-	-	-
000.11.522.201.21.00	FICA	-	-	30,197	-	30,065	30,784
000.11.522.201.22.00	LEOFF	-	-	117,020	-	110,206	112,521
000.11.522.201.24.00	INDUSTRIAL INSURANCE	-	-	97,797	-	100,252	100,432
000.11.522.201.24.50	INDUSTRIAL INSURANCE	-	-	2,758	-	3,069	3,142
000.11.522.201.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	16,728	-	18,721	20,218
000.11.522.201.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	380,938	-	422,426	456,220
000.11.522.202.11.00	SALARIES	-	-	2,065,936	-	2,070,995	2,120,492
000.11.522.202.13.00	OVERTIME	-	-	69,405	-	-	-
000.11.522.202.21.00	FICA	-	-	29,803	-	30,029	30,747
000.11.522.202.22.00	LEOFF	-	-	113,885	-	110,073	112,386
000.11.522.202.24.00	INDUSTRIAL INSURANCE	-	-	100,227	-	100,252	100,252
000.11.522.202.24.50	INDUSTRIAL INSURANCE	-	-	2,764	-	3,065	3,138
000.11.522.202.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	16,710	-	18,721	20,218
000.11.522.202.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	350,780	-	406,853	439,401
000.11.522.203.11.00	SALARIES	-	-	2,082,982	-	2,051,051	2,108,260
000.11.522.203.13.00	OVERTIME	-	-	43,710	-	-	-
000.11.522.203.21.00	FICA	-	-	32,020	-	29,740	30,570
000.11.522.203.22.00	LEOFF	-	-	111,676	-	109,013	111,738
000.11.522.203.24.00	INDUSTRIAL INSURANCE	-	-	103,744	-	100,251	100,251
000.11.522.203.24.50	INDUSTRIAL INSURANCE	-	-	2,834	-	3,120	3,120
000.11.522.203.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	2,014	-	17,817	19,242
000.11.522.203.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	382,749	-	440,363	475,592
000.11.522.204.11.00	SALARIES	-	-	58,277	-	-	-
000.11.522.204.21.00	FICA	-	-	862	-	-	-
000.11.522.204.22.00	LEOFF	-	-	3,152	-	-	-
000.11.522.204.24.00	INDUSTRIAL INSURANCE	-	-	3,686	-	-	-
000.11.522.204.24.50	INDUSTRIAL INSURANCE	-	-	75	-	-	-
000.11.522.204.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	4,888	-	-	-
000.11.522.204.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	15,794	-	-	-
Totals		9,311,411	9,427,507	9,510,359	9,737,195	9,777,570	10,123,773

DEPARTMENT: Fire (11)
FUND: General
RESPONSIBLE MANAGER: Jay Wittwer

DIVISION: Fire Prev. & Investigation
FUND NUMBER: 000
POSITION: Fire Chief

Description

The mission of the Fire Department includes fire prevention. In fact, a substantial amount of time is required from training and suppression in order to make a fire prevention program work. The Fire Prevention Bureau is responsible for enforcing the provisions of the City ordinances and International Fire Code, which is accomplished through commercial occupancy surveys, administration of Fire Department permits, investigation of fires, code enforcement and accountability for these activities. Another important goal is education of the public and business owners in order to prevent fires and safety emergencies from occurring.

Expenditure Summary

<i>Fire - Prevention & Investigation</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 682,477	\$ 777,496	\$ 611,828	\$ 626,804	\$ 579,365	\$ 589,480	-7.57%	1.75%	
Personnel Benefits	166,351	185,486	168,780	177,548	170,903	178,233	-3.74%	4.29%	
Supplies	12,272	12,914	5,126	12,000	12,000	12,000	0.00%	0.00%	
Services	46,765	57,982	35,987	45,011	49,842	41,890	10.73%	-15.95%	
Expenditure Total	\$ 907,865	\$ 1,033,878	\$ 821,721	\$ 861,363	\$ 812,110	\$ 821,603	-5.72%	1.17%	

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.11.522.300.11.00	SALARIES	591,016	610,202	560,333	561,661	517,365	527,480
000.11.522.300.12.00	EXTRA LABOR - FIRE PROJ REVIEWE	3,105	-	-	-	-	-
000.11.522.300.13.00	OVERTIME	88,356	164,864	51,495	65,143	62,000	62,000
000.11.522.300.21.00	FICA	20,916	22,253	16,883	23,775	14,698	14,956
000.11.522.300.22.00	LEOFF	26,381	30,908	24,251	20,439	25,395	25,764
000.11.522.300.23.00	PERS	22,352	22,400	17,537	20,991	11,792	10,594
000.11.522.300.24.00	INDUSTRIAL INSURANCE	14,850	17,577	17,758	18,830	19,671	19,671
000.11.522.300.24.50	PAID FAMILY & MEDICAL LEAVE PRE	38	912	818	-	766	781
000.11.522.300.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	1,669	1,604	3,787	1,591	3,928	4,242
000.11.522.300.25.97	SELF-INSURED MEDICAL & DENTAL	80,146	89,833	87,746	91,922	94,653	102,225
000.11.522.300.31.00	OFFICE & OPERATING SUPPLIES	6	28	-	-	-	-
000.11.522.300.31.01	OFFICE & OPERATING SUPPLIES	12,266	12,886	5,126	12,000	12,000	12,000
000.11.522.300.41.00	PROFESSIONAL SERVICES	-	2,091	713	5,000	5,000	5,000
000.11.522.300.42.00	COMMUNICATION	1,788	282	299	-	-	-
000.11.522.300.43.00	TRAVEL	1,899	5,373	-	1,500	1,500	1,500
000.11.522.300.45.00	OPERATING RENTALS & LEASES	3,160	5,572	5,214	-	-	-
000.11.522.300.45.95	EQUIPMENT RENTAL - O & M	29,541	29,285	15,756	31,511	37,342	34,390
000.11.522.300.48.00	REPAIRS AND MAINTENANCE	42	183	-	-	-	-
000.11.522.300.49.00	MISCELLANEOUS	8,453	15,140	13,755	6,000	6,000	1,000
000.11.522.300.49.08	CREDIT CARD FEES	1,881	2,486	250	1,000	-	-
Totals		907,865	1,033,878	821,721	861,363	812,110	821,603

DEPARTMENT: Fire (11)
FUND: General
Responsible Manager: Jay Wittwer

DIVISION: Training
FUND NUMBER: 000
Position: Fire Chief

Description

The Training Division team serves to provide training for all phases of the fire department as well as special training such as urban rescue and hazardous materials. The Training Division also serves as a quality control for college classes, Washington State Fire Service education programs and King County Emergency Medical Services.

Training is received in many ways: regularly scheduled drill, independent study, fire prevention inspections, pre-fire planning and during emergency operations.

Training is now recognized as the number one priority for the career firefighter. New and exotic chemicals are creating ever-changing hazards for the firefighter and knowledge is the key to survival. EMS skills are constantly being upgraded and the progressive department must keep abreast of the new developments.

The Tukwila Fire Department Training Division is also responsible for the safety of all divisions within the fire department. This can only be accomplished through training in the latest techniques and information available.

Expenditure Summary

<i>Fire - Training</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 276,785	\$ 281,911	\$ 290,373	\$ 269,763	\$ 275,586	\$ 280,943	2.16%	1.94%	
Personnel Benefits	54,456	61,090	79,847	60,050	85,307	90,039	42.06%	5.55%	
Supplies	1,169	7,579	1,858	8,500	8,500	8,500	0.00%	0.00%	
Services	110,765	62,002	28,211	113,600	112,445	112,770	-1.02%	0.29%	
Expenditure Total	\$ 443,176	\$ 412,581	\$ 400,289	\$ 451,913	\$ 481,838	\$ 492,252	6.62%	2.16%	

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.11.522.410.11.00	SALARIES	253,735	250,019	268,154	250,950	267,586	272,943
000.11.522.410.13.00	OVERTIME	23,051	31,892	22,219	18,813	8,000	8,000
000.11.522.410.21.00	FICA	4,004	4,038	4,284	5,210	3,996	4,074
000.11.522.410.22.00	LEOFF	14,816	14,750	15,501	12,932	14,647	14,890
000.11.522.410.24.00	INDUSTRIAL INSURANCE	7,767	8,546	10,754	10,036	11,227	11,227
000.11.522.410.24.50	PAID FAMILY & MEDICAL LEAVE PRE	16	355	375	-	396	404
000.11.522.410.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	220	206	1,926	142	2,080	2,246
000.11.522.410.25.97	SELF-INSURED MEDICAL & DENTAL	27,633	33,194	47,007	31,730	52,961	57,198
000.11.522.410.31.00	OFFICE & OPERATING SUPPLIES	258	844	-	-	-	-
000.11.522.410.31.01	OFFICE & OPERATING SUPPLIES	379	4,845	179	5,500	5,500	5,500
000.11.522.410.31.44	OFFICE & OPERATING SUPPLIES-TR	532	1,890	1,679	3,000	3,000	3,000
000.11.522.410.41.00	PROFESSIONAL SERVICES	7,000	6,998	-	4,500	4,500	4,500
000.11.522.410.42.00	COMMUNICATION	480	894	435	-	-	-
000.11.522.410.43.00	TRAVEL	5,663	6,214	1,470	2,000	2,000	2,000
000.11.522.410.45.95	EQUIPMENT RENTAL - O & M	6,123	4,286	18,876	12,100	10,945	11,270
000.11.522.410.49.00	MISCELLANEOUS	86,941	37,328	1,002	80,000	80,000	80,000
000.11.522.410.49.44	EDUCATION TRAINING-CONTRACT	4,558	6,283	6,428	15,000	15,000	15,000
Totals		443,176	412,581	400,289	451,913	481,838	492,252

DEPARTMENT: Fire (11)
FUND: General
RESPONSIBLE MANAGER: Jay Wittwer

DIVISION: Facilities
FUND NUMBER: 000
POSITION: Fire Chief

Description

Facilities is the operation, maintenance, and utilities of the four stations owned by the City of Tukwila. The purpose of the Facilities budget is to provide a cost accounting for the maintenance, upkeep, and utilities used by the four fire stations.

Expenditure Summary

<i>Fire - Facilities</i>									
Expenditures	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Supplies	\$ 8,405	\$ 21,613	\$ 21,256	\$ 28,500	\$ 28,500	\$ 28,500	0.00%	0.00%	
Services	91,374	84,656	99,468	82,360	82,360	82,360	0.00%	0.00%	
Expenditure Total	\$ 99,779	\$ 106,269	\$ 120,724	\$ 110,860	\$ 110,860	\$ 110,860	0.00%	0.00%	

General Ledger Code Details

Expenditures

Account Description	Actual		Projected 2020	Budget			
	2018	2019		2020	2021	2022	
OFFICE & OPERATING SUPPLIES-ALL	8,405	21,613	16,472	28,500	28,500	28,500	
STATION 51	-	-	4,784	-	-	-	
STATION 51 TELEPHONE/ALARM SVC	420	441	3,762	2,000	2,000	2,000	
STATION 52 TELEPHONE/ALARM SVC	582	896	797	1,000	1,000	1,000	
STATION 53 TELEPHONE/ALARM SVC	626	663	814	1,000	1,000	1,000	
STATION 54 TELEPHONE/ALARM SVC	582	611	677	5,000	5,000	5,000	
STATION 51 ELECTRICITY	19,248	18,039	15,432	22,200	22,200	22,200	
STATION 52 ELECTRICITY	1,500	1,483	1,332	6,000	6,000	6,000	
STATION 51 WATER/SEWER/SSWM	18,235	17,669	29,007	7,300	7,300	7,300	
STATION 52 WATER/SEWER	4,306	5,960	3,846	3,550	3,550	3,550	
STATION 51 NATURAL GAS	4,891	3,496	5,893	7,100	7,100	7,100	
STATION 52 NATURAL GAS	5,896	5,944	5,930	3,000	3,000	3,000	
STATION 53 ELECTRICITY	6,869	8,203	7,464	4,100	4,100	4,100	
STATION 53 NATURAL GAS	3,193	3,250	3,734	4,560	4,560	4,560	
STATION 54 WATER/SEWER/SSWM	3,714	3,835	4,588	3,000	3,000	3,000	
STATION 54 ELECTRICITY	6,672	5,822	5,745	4,000	4,000	4,000	
STATION 54 NATURAL GAS	2,533	2,534	2,690	4,500	4,500	4,500	
STATION 53 WATER/SSWM	12,107	5,810	7,757	4,050	4,050	4,050	
	99,779	106,269	120,724	110,860	110,860	110,860	

DEPARTMENT: Fire (11)
FUND: General
RESPONSIBLE MANAGER: Jay Wittwer

DIVISION: Special Operations
FUND NUMBER: 000
POSITION: Fire Chief

Description

The Special Operations Division of the Tukwila Fire Department consists of two teams—the Hazardous Materials Team and the Specialized Rescue Team. Each team has separate responsibilities and training.

The purpose of the Hazardous Materials Team is to respond to and mitigate hazardous materials incidents within the City of Tukwila. These incidents include, but are not limited to, chemical releases, fuel spills, illegal drug laboratories, or environmental emergencies related to civil disobedience or terrorism. Hazardous Materials Team members are responsible for developing and delivering Operations Level lessons and training in the aforementioned areas of Hazmat responsibility.

The purpose of the Rescue Team is to respond to and mitigate incidents requiring specialized rescue. Special Rescue incidents include, but are not limited to, high angle rope rescue, confined space rescue, trench rescue, structural collapse, and water rescue, especially in the Green River. Increased training and new equipment additions are essential to the ever-increasing hazardous situations facing the City.

Expenditure Summary

<i>Fire - Special Operations</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Supplies	\$ 7,607	\$ 5,891	\$ -	\$ 6,000	\$ 6,000	\$ 6,000	0.00%	0.00%
Services	13,230	21,857	7,958	36,224	34,769	35,344	-4.02%	1.65%
Expenditure Total	\$ 20,836	\$ 27,748	\$ 7,958	\$ 42,224	\$ 40,769	\$ 41,344	-3.45%	1.41%

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.11.522.201.31.00	OFFICE & OPERATING SUPPLIES	2,792	-	-	-	-	-
000.11.522.201.41.01	PROFESSIONAL SERVICES	9,947	9,585	3,471	20,000	20,000	20,000
000.11.522.201.45.95	EQUIPMENT RENTAL - O & M	3,282	10,162	4,487	8,974	7,519	8,094
000.11.522.202.31.00	OFFICE & OPERATING SUPPLIES	4,815	5,891	-	5,000	5,000	5,000
000.11.522.202.35.00	SMALL TOOLS & MINOR EQUIPMENT	-	-	-	1,000	1,000	1,000
000.11.522.202.43.00	TRAVEL	-	2,110	-	1,250	1,250	1,250
000.11.522.202.48.00	REPAIRS & MAINTENANCE	-	-	-	500	500	500
000.11.522.202.49.00	MISCELLANEOUS	-	-	-	5,500	5,500	5,500
Totals		20,836	27,748	7,958	42,224	40,769	41,344

DEPARTMENT: Fire (11)
FUND: General
RESPONSIBLE MANAGER: Jay Wittwer

DIVISION: Emergency Management
FUND NUMBER: 000
POSITION: Fire Chief

Description

Effective January 1, 2021, the emergency management function moved to the Police department.

Expenditure Summary

<i>Fire - Emergency Management</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 258,935	\$ 206,938	\$ 161,921	\$ 249,410	\$ -	\$ -	-100.00%	#DIV/0!
Personnel Benefits	63,546	64,920	39,203	73,511	-	-	-100.00%	#DIV/0!
Supplies	16,510	43,356	72,652	96,268	-	-	-100.00%	#DIV/0!
Services	29,551	46,582	43,353	20,915	-	-	-100.00%	#DIV/0!
Capital Outlays	-	-	5,495	-	-	-	0.00%	0.00%
Expenditure Total	\$ 368,541	\$ 361,796	\$ 322,624	\$ 440,104	\$ -	\$ -	-100.00%	#DIV/0!

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.11.525.600.11.00	SALARIES	240,216	172,532	153,613	240,004	-	-
000.11.525.600.12.00	EXTRA LABOR	2,431	3,180	-	-	-	-
000.11.525.600.13.00	OVERTIME	16,287	31,226	8,308	9,406	-	-
000.11.525.600.21.00	FICA	7,092	5,506	2,414	8,032	-	-
000.11.525.600.22.00	LEOFF	7,001	8,528	8,480	7,434	-	-
000.11.525.600.23.00	PERS	11,492	4,811	-	11,909	-	-
000.11.525.600.24.00	INDUSTRIAL INSURANCE	3,551	4,992	5,401	5,318	-	-
000.11.525.600.24.50	PAID FAMILY & MEDICAL LEAVE PREMIL	5	244	209	-	-	-
000.11.525.600.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	2,598	7,812	962	804	-	-
000.11.525.600.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	31,807	33,027	21,737	40,014	-	-
000.11.525.600.31.00	OFFICE & OPERATING SUPPLIES	6,892	16,951	33,420	22,000	-	-
000.11.525.600.35.00	SMALL TOOLS & MINOR EQUIPMENT	9,618	26,405	39,232	74,268	-	-
000.11.525.600.41.00	PROFESSIONAL SERVICES	655	-	24,391	-	-	-
000.11.525.600.42.00	COMMUNICATION	7,846	4,789	4,350	-	-	-
000.11.525.600.43.00	TRAVEL	4,628	755	-	-	-	-
000.11.525.600.45.95	EQUIPMENT RENTAL - O & M	16,233	13,654	12,100	19,915	-	-
000.11.525.600.49.00	MISCELLANEOUS	190	27,383	2,512	1,000	-	-
000.11.594.600.64.00	MACHINERY & EQUIPMENT	-	-	5,495	-	-	-
Totals		368,541	361,796	322,624	440,104	-	-

DEPARTMENT: Fire (11)
FUND: General
RESPONSIBLE MANAGER: Jay Wittwer

DIVISION: Ambulance, Rescue & Aid
FUND NUMBER: 000
POSITION: Fire Chief

Description

The purpose of the Fire/Ambulance, Rescue and Emergency Aid division of the Fire Department is to provide basic and advanced life support to the citizens and general public of Tukwila as well as within our mutual aid response areas. Ambulance service is provided on a limited basis as outlined in Fire Department Standard Operating Procedure. Current service levels include 100% of fire fighters trained as E.M.T.'s and defibrillation technicians, and one aid car, three engines, one ladder truck, and one battalion rig with emergency care capabilities.

Expenditure Summary

<i>Fire - Ambulance, Resuce & Aid</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Supplies	\$ 28,199	\$ 25,295	\$ 36,783	\$ 26,500	\$ 26,500	\$ 26,500	0.00%	0.00%
Services	2,513	231,430	249,729	241,821	222,084	227,160	-8.16%	2.29%
Intergovt. Services & Taxes	210,070	-	-	-	-	-	0.00%	0.00%
Expenditure Total	\$ 240,781	\$ 256,724	\$ 286,512	\$ 268,321	\$ 248,584	\$ 253,660	-7.36%	2.04%

General Ledger Code Details

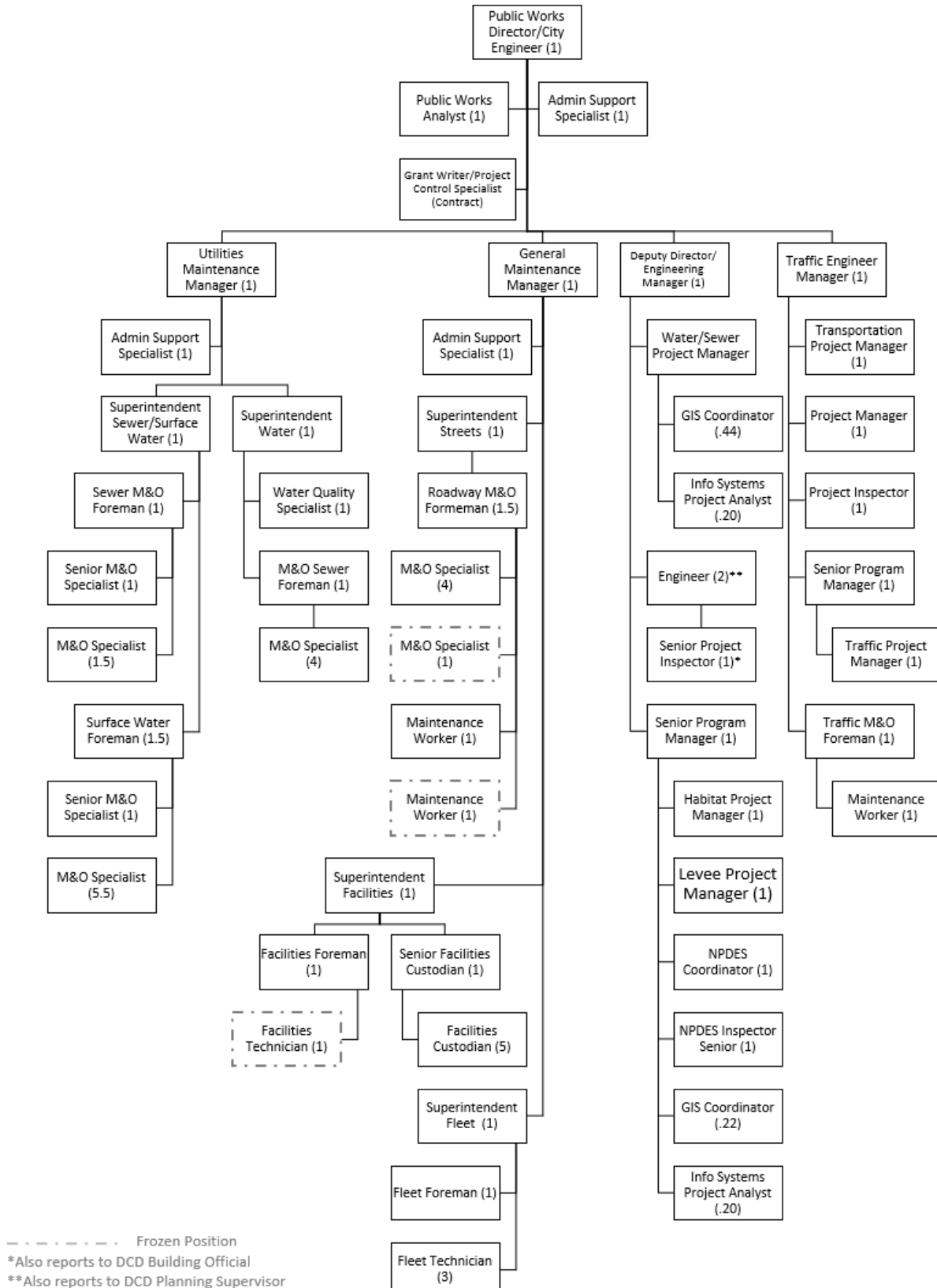
Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.11.522.208.31.00	OFFICE & OPERATING SUPPLIES	411	-	-	-	-	-
000.11.522.208.31.01	OFFICE & OPERATING SUPPLIES	27,788	25,295	36,783	26,500	26,500	26,500
000.11.522.208.41.00	PROFESSIONAL SERVICES	554	373	504	-	-	-
000.11.522.208.45.95	EQUIPMENT RENTAL - O & M	1,959	15,471	19,915	18,876	10,214	9,990
000.11.522.208.48.00	REPAIRS & MAINTENANCE	-	-	-	1,000	1,000	1,000
000.11.522.230.41.01	PROFESSIONAL SERVICES	-	104,919	96,310	95,060	88,570	90,800
000.11.522.230.41.02	PROF SVCS-RESCUE, AID DISPATCH	-	110,667	133,000	126,885	122,300	125,370
000.11.522.230.51.01	FIRE SUPPRESSION - VALLEY COMM	96,632	-	-	-	-	-
000.11.522.230.51.02	RESCUE/EMERGENCY AID VALLEY C	113,438	-	-	-	-	-
Totals		240,781	256,724	286,512	268,321	248,584	253,660

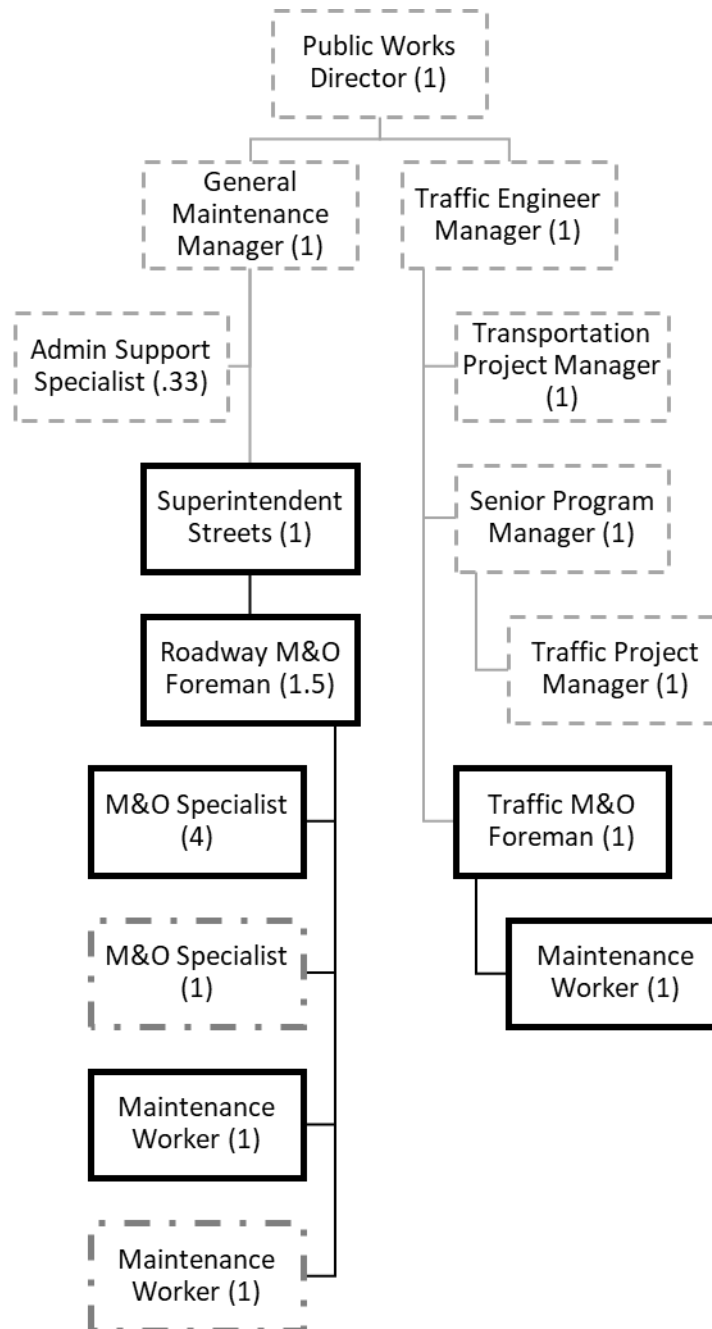


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Public Works



Public Works – Street Department



DEPARTMENT: Public Works (13)**FUND:** General**RESPONSIBLE MANAGER:** Hari Ponnekanti**FUND NUMBER:** 000**POSITION:** Interim Public Works Director**Description**

The function of the Public Works Department is to preserve, enhance, and promote Tukwila's quality of life and public safety through the construction and operation of reliable and sustainable infrastructure services necessary to meet the demands of our growing and diverse community.

2019-2020 Accomplishments

- ◆ Completed construction of 42nd Ave S Phase III Project. **Strategic Plan Goals 1, 3 & 5**
- ◆ Completed construction of 53rd Ave S Improvements. **Strategic Plan Goals 1, 3 & 5**
- ◆ Completed numerous improvements for the Traffic Calming/Residential Safety Program that included four new RRFB crosswalks, two newly marked crosswalks with signs, 12 new speed radar signs, one new school zone beacon with school crossing, 13 new LED stop signs, one 3-way stop to all-way stop conversion, adding/upgrading 25 streetlights, and 54 parking signs. **Strategic Plan Goals 1, 3 & 5**
- ◆ Completed construction of the Boeing Access Rd Bridge Rehabilitation Project. **Strategic Plan Goal 3**
- ◆ Substantially completed construction of the Boeing Access Rd Bridge over Airport Way Project. **Strategic Plan Goal 3**
- ◆ Completed installation of two RRFB crosswalks on Tukwila Int'l Blvd at S 140th St. **Strategic Plan Goals 1, 3 & 5**
- ◆ Cleaned Tukwila International Blvd streetscape at higher frequency. **Strategic Plan Goals 1, 3 & 5**
- ◆ Completed additional segments of the CBD Sewer Rehabilitation Project. **Strategic Plan Goals 1, 3 & 5 Utility Comp Plan Goal 12.1.**

2021-2022 Outcome Goals

- ◆ Improve pedestrian safety.
- ◆ Improve City Facilities to enhance public safety and efficiencies.
- ◆ Improve customer service.

2021-2022 Indicators of Success

- ◆ Continue improvements for the Traffic Calming/Residential Safety Program.
- ◆ Complete 30% design of the 42nd Ave S Bridge Replacement Project.
- ◆ Complete construction of the W Valley Hwy street and pedestrian improvements.

Statistics

Public Works - Facility Maintenance	2018 Actual	2019 Actual	2020 Estimated	2021 Projection	2022 Projection
Inventory					
Number of City facilities	42	42	43	41	41
Number of City employees	348	348	348	339	339
Amount of square footage for all City facilities	251,733	251,733	382,264	363,964	338,324
Amount of square footage covered by City custodial svces	149,957	149,957	242,257	242,257	242,257
Public Works - Street Maintenance	2018 Actual	2019 Actual	2020 Estimated	2021 Projection	2022 Projection
Traffic Signals & Signs					
% of City-owned streetlights repaired within 72 hours. For Seattle City Light/Puget	80%	80%	80%	75%	75%
% of all traffic signal problems corrected within 24 hours	99%	100%	100%	90%	90%
Number of signalized intersections	72	72	74	74	74
Hours maintaining all City-owned traffic signals:	8,000	8,000	8,500	8,500	8,500
Number of traffic signal emergency calls	40	40	45	45	45
Evaluate reflectivity of all signs once a year	75%	75%	75%	50%	75%
Number of signs maintained	4,420	4,450	4,500	4,650	4,700
% of potholes repaired within 96 hours of notice	100%	100%	100%	80%	80%
Amount of hours spent on graffiti removal (annual)	2,000	2,400	2,400	3,000	3,000
City street cleaning:					
% of Residential streets twice a year.	100%	100%	100%	50%	100%
% of Arterial residential and commercial/industrial roads swept three times a year.	100%	100%	100%	50%	100%
% of Arterial commercial/industrial roads swept four times a year.	100%	100%	100%	25%	100%
Inventory					
Number of Residential lane miles	90	90	90	90	90
Number of Commercial lane miles	127	127	127	127	127
Sidewalks (miles)	72	72	72	72	72

Program Changes Discussion

Public Works: Deferred maintenance on various City facilities. Delayed maintenance could increase future maintenance costs.

Street: Street sweeping, and sidewalk cleaning will be eliminated. Maintenance for traffic signals and signal cable upgrades will be deferred.

Park restroom maintenance and Foster Golf Course restroom maintenance has been transferred to the Parks department. This is not a reduction in services but a transfer of services to another department to streamline maintenance services.

Snow and ice planning and preparation is ongoing. Rather than frontloading the snow and ice response material purchase, if a snow and/or ice event occurs, staff will purchase required materials and maintain the roads. Expenditures will need to be covered via a budget amendment later in the year.

Tukwila Works (See Click Fix) has been suspended for now and Street division statistics have been updated to reflect the reduction in staff and supplies for street cleaning. Staff is reviewing other options for providing this service, including an in-house application. When resources become available, staff will need to be added back to manage this program.

Several staffing changes are reflected in the budget. Because Public Works also manages the utility funds, all staffing changes under the Public Works umbrella are discussed in this narrative. Staff changes include the following:

- ◆ Development Services staffing was moved to DCD to be under the One Stop Permits program. Included in the transfer are 2 development engineers and 1 senior inspector. This is a tier one program. This is not a reduction in services but a transfer of services from one department to another department.
- ◆ Reclassifying one position to become a grant writer/project control specialist.
- ◆ Reclassifying one general fund position to become a utilities maintenance manager, funded in the sewer fund. No general fund work will be done by this position.
- ◆ Moving a project manager to the sewer fund who will charge time to construction projects.
- ◆ Adding a levee project manager to the surface water fund.
- ◆ Transferring 66% time of the GIS coordinator to the utility funds for utility specific projects.
- ◆ Transferring 30% time of the information systems project analyst to the utility funds for utility specific projects.
- ◆ A facilities technician, currently vacant, will remain frozen.
- ◆ A street maintenance & operations specialist will remain frozen.
- ◆ One maintenance worker, currently vacant will remain frozen.

In addition to the staffing changes listed above, there is a reduction in budget for overtime and seasonal help.

Expenditure Summary

<i>Public Works Department</i>								
Expenditures By Program	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Administration	\$ 452,992	\$ 589,243	\$ 525,202	\$ 495,386	\$ 624,536	\$ 647,171	26.07%	3.62%
Maintenance Administration	361,631	363,678	369,621	409,432	402,877	419,282	-1.60%	4.07%
Engineering	532,325	560,701	615,519	678,250	557,785	581,098	-17.76%	4.18%
Development Services	458,508	528,305	283,130	548,272	11,139	11,016	-97.97%	-1.10%
Facility Maintenance	1,761,001	1,738,391	1,741,868	1,912,295	2,024,808	2,094,313	5.88%	3.43%
Street Maintenance	3,098,042	3,791,466	2,763,482	3,255,276	2,963,180	3,037,300	-8.97%	2.50%
Department Total	\$ 6,664,500	\$ 7,571,784	\$ 6,298,822	\$ 7,298,911	\$ 6,584,325	\$ 6,790,180	-9.79%	3.13%

<i>Public Works Department</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 2,627,694	\$ 2,858,867	\$ 2,369,060	\$ 3,013,500	\$ 2,417,012	\$ 2,517,612	-19.79%	4.16%
Personnel Benefits	1,150,213	1,273,387	1,170,255	1,389,157	1,224,722	1,265,436	-11.84%	3.32%
Supplies	292,417	541,250	222,237	314,125	278,625	278,625	-11.30%	0.00%
Services	2,594,172	2,881,223	2,537,270	2,582,129	2,663,966	2,728,507	3.17%	2.42%
Intergovt. Svcs & Taxes	5	-	-	-	-	-	0.00%	0.00%
Capital Outlays	-	17,057	-	-	-	-	0.00%	0.00%
Department Total	\$ 6,664,500	\$ 7,571,784	\$ 6,298,822	\$ 7,298,911	\$ 6,584,325	\$ 6,790,180	-9.79%	3.13%

Salary and Benefit Details

Public Works Department							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Public Works Director	1	1	\$ 167,862	\$ 53,922	1	\$ 171,219	\$ 53,926
Traffic Engineer Manager	0	1	96,254	48,222	1	102,444	50,367
Public Works Analyst	1	1	110,062	42,212	1	112,215	42,745
Admin Support Technician	1	1	57,945	30,264	1	64,260	32,110
Maintenance Operations Manager	1	0	-	-	0	-	-
General Maintenance Manager	0	1	129,570	44,720	1	134,757	45,433
Admin Support Specialist	2	2	126,595	83,085	2	132,669	87,088
Development Manager	0.2	0	-	-	0	-	-
Engineer - Development	2	0	-	-	0	-	-
Project Inspector	1	0	-	-	0	-	-
Admin Support Technician	1	0	-	-	0	-	-
Deputy Public Works Dir./City Engineer	1	1	144,120	58,217	1	150,234	59,753
Senior Program Manager	1	0	-	-	0	-	-
Senior Project Inspector	1	0	-	-	0	-	-
Project Inspector	0	1	73,632	45,914	1	82,668	48,861
Traffic Engineering Coord/Project Manager	1	1	116,312	50,412	1	118,362	51,215
Maint & Ops Superintendent	1	1	108,854	52,913	1	110,770	54,108
Facilities Ops Foreman	1	1	83,664	47,900	1	89,368	50,112
Facilities Maintenance Technician	1	0	-	-	0	-	-
Grant Writer	0	1	62,412	42,956	1	66,756	45,146
Senior Facilities Custodian	1	1	82,104	28,540	1	83,566	28,483
Facilities Custodian	5	5	298,922	182,310	5	318,242	190,580
Extra Labor			2,000	582		2,000	582
Overtime			13,117	2,611		13,117	2,432
Clothing Allowance			-	3,200		-	3,200
Department Total	23.2	19	\$ 1,673,425	\$ 817,980	19	\$ 1,752,647	\$ 846,141

Public Works - Street Maintenance							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Maint & Ops Superintendent	1	1	\$ 107,954	\$ 52,738	1	\$ 109,870	\$ 53,946
Maint & Ops Foreman	2.5	2.5	220,848	118,066	2.5	223,858	121,091
Maint & Ops Specialist	5	4	280,359	153,303	4	292,827	158,801
Maintenance Technician	3	2	133,428	80,229	2	137,411	83,055
Extra Labor			1,000	194		1,000	194
Overtime			-	-		-	-
Clothing Allowance			-	2,400		-	2,400
Total	11.5	9.5	\$ 743,589	\$ 406,930	9.5	\$ 764,966	\$ 419,487

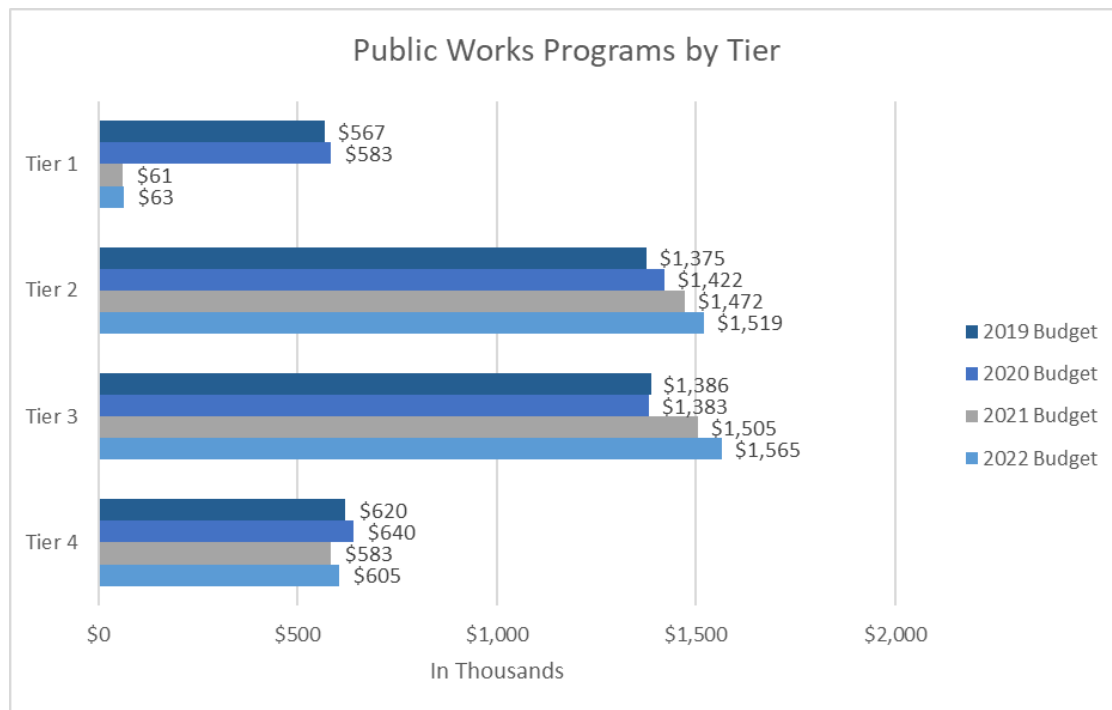
Department Detail

Staffing and Expenditure by Program – Public Works

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Utilities/Alarm/Insurance/PMs	0.15	641,266	15.9%	0.25	680,168	18.8%	716,065	19.1%
Facility Cleaning/ Custodians	5.40	611,361	15.2%	4.95	553,541	15.3%	574,403	15.3%
Permits	4.35	582,705	14.5%	0.35	61,120	1.7%	63,042	1.7%
CIP/Budget Administration	3.70	582,106	14.5%	2.40	371,528	10.3%	388,875	10.4%
Facility Improvements	2.50	526,479	13.1%	2.30	549,125	15.2%	565,994	15.1%
PW Contracts/ Claims/Invoices	2.70	329,143	8.2%	3.20	413,142	11.4%	431,932	11.5%
Customer Service Response	0.85	115,140	2.9%	1.15	166,030	4.6%	173,098	4.6%
General PW Administration	1.00	222,369	5.5%	1.65	374,696	10.3%	373,015	9.9%
Regional Issues	0.55	106,522	2.6%	0.55	109,012	3.0%	111,764	3.0%
City Clerk Record Center	0.00	100,000	2.5%	0.10	109,417	3.0%	110,189	2.9%
TCC Rental Setup/ Breakdown/Damage	0.85	84,977	2.1%	0.85	89,195	2.5%	94,192	2.5%
Cleaning Park Restrooms	0.55	52,119	1.3%	0.55	53,655	1.5%	56,485	1.5%
Council Chamber Setup	0.30	28,750	0.7%	0.30	29,594	0.8%	31,044	0.8%
Emergency Preparedness	0.15	28,471	0.7%	0.20	38,009	1.0%	39,010	1.0%
Code Enforcement/ Police Bldg Support	0.15	16,450	0.4%	0.20	22,911	0.6%	23,774	0.6%
PROGRAM TOTALS	23.20	4,027,858	100%	19.00	3,621,145	100%	3,752,880	100%

Programs by Tier – Public Works

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Public Works fall into all four tiers with 42% of the budget allocated to the top two tiers.



Program Descriptions – Public Works

Utilities/Alarm/Insurance/PMs: Fixed fees for Utilities, alarm charges, insurance, PMs

Facility Cleaning/Custodians: Custodians & supplies and 25% Administrative Support Specialist

Permits: Private Development

CIP/Budget Administration: Capital Improvement Program Tracking and Budget

Facility Improvements: 3 FTEs & facility repairs and 25% Administrative Support Specialist

Public Works Contracts/Claims/Invoices: Public Works Contracts through Committee and Council approval along with claims

Customer Service and Response: Research and response to See Click Fix's Tukwila Works

General Public Works Administration: Overall PW Supervision

Regional Issues: Regional Transportation, Water, Sewer etc.

City Clerk Record Center: Rental for City Clerk Records Center

Tukwila Community Center Rental Setup/Breakdown/Damage: TCC

Cleaning Park Restrooms: Custodians clean 5 park restrooms

Council Chamber Setup: Council setup for court/meetings

Emergency Preparedness: Emergency Preparedness

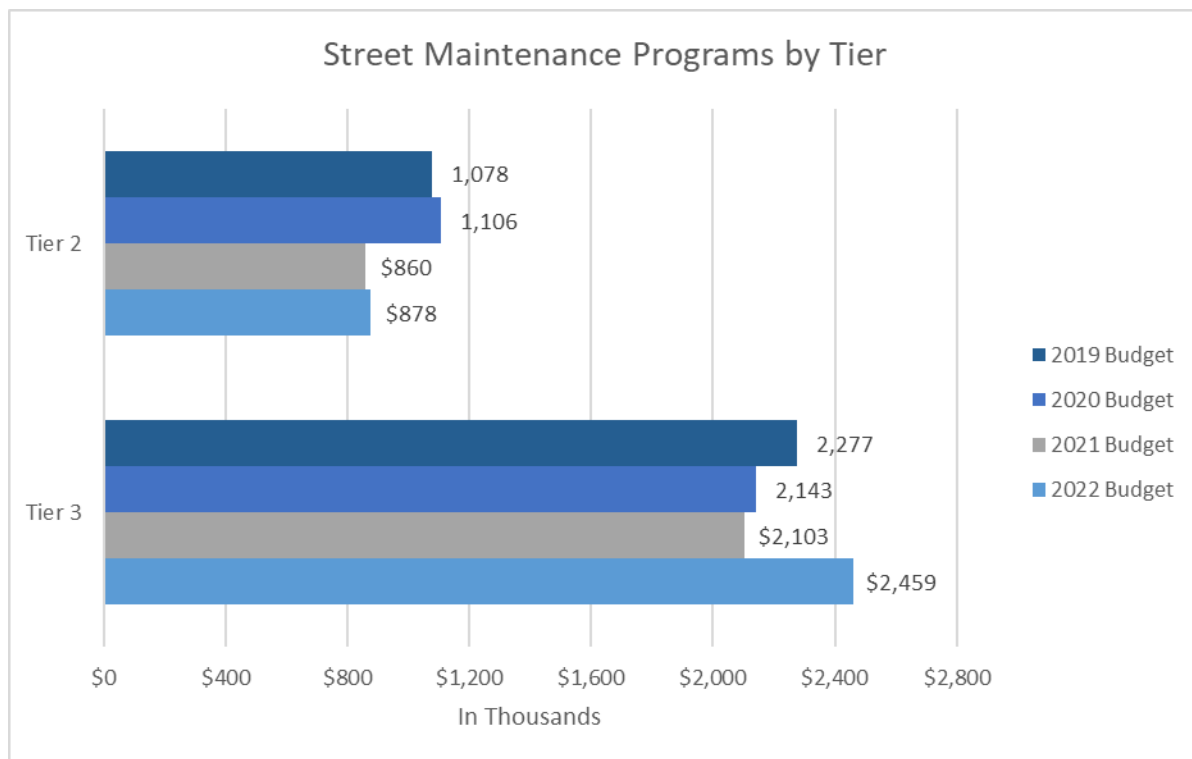
Code Enforcement/Police Building Support: Boarding up private residences for code enforcement/Police

Staffing and Expenditure by Program – Street Maintenance

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Utilities/Surface Water	0.00	1,216,000	37.4%	-	1,248,038	42.1%	1,294,492	42.6%
Road & Street Admin	0.30	391,082	12.0%	0.30	360,298	12.2%	354,969	11.7%
Traffic Control Devices	1.60	302,539	9.3%	0.83	191,511	6.5%	193,619	6.4%
Transportation	1.80	247,946	7.6%	1.28	190,528	6.4%	195,884	6.4%
Street Cleaning	1.60	209,060	6.4%	0.93	145,521	4.9%	149,194	4.9%
Tukwila Int'l Blvd Bus Stop/Streetscape	1.60	197,263	6.1%	1.75	206,512	7.0%	213,202	7.0%
Customer Service and Response	1.30	153,939	4.7%	1.10	134,922	4.6%	138,867	4.6%
Streetscapes/Median Landscaping	0.95	136,752	4.2%	0.95	105,009	3.5%	108,737	3.6%
Street Lighting	0.70	107,388	3.3%	0.70	129,368	4.4%	131,167	4.3%
Snow & Ice Control	0.60	80,885	2.5%	0.48	67,346	2.3%	69,043	2.3%
Video & Fiber	0.25	62,072	1.9%	0.25	60,611	2.0%	61,273	2.0%
Minor Structural Repairs	0.50	47,553	1.5%	0.28	31,777	1.1%	32,744	1.1%
Sidewalks	0.50	48,437	1.5%	0.38	43,533	1.5%	44,965	1.5%
Streets Administration	0.30	47,797	1.5%	0.30	48,208	1.6%	49,145	1.6%
PROGRAM TOTALS	12.00	3,248,711	100%	9.50	2,963,180	100%	3,037,300	100%

Programs by Tier – Street Maintenance

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Street Maintenance fall into Tiers 2 and 3 with 29% of the budget allocated to Tier 2.



Program Descriptions – Street Maintenance

Utilities/Surface Water: Surface Water, Electricity, Gas

Road and Street Administration: Training, Insurance, Fleet replacement

Traffic Control Devices: Traffic Signals, Signage, & buttons

Transportation: Roadside Cleanup, asphalt & shoulder repairs

Street Cleaning: Sweeping, tree removal, etc.

Tukwila International Boulevard Bus Stop/Streetscape: Tukwila Int'l Blvd cleanup and maintenance

Customer Service and Response: Citywide response to complaints

Streetscapes/Median Landscaping: Street landscaping

Street Lighting: Repair of metal streetlight poles

Snow and Ice Control: Snow removal & salt brine

Video and Fiber: Video machinery and conduit repair, maintenance

Minor Structural Repairs: Any minor structural repairs, graffiti removal on structures

Sidewalks: Sidewalk repair, tree root fixes

Streets Administration: Administrative

DEPARTMENT: Public Works (13)
FUND: General
RESPONSIBLE MANAGER: Hari Ponnekanti

DIVISION: Administration
FUND NUMBER: 000
POSITION: Interim Public Works Director

Description

The function of Public Works Administration is to initiate, implement and manage the programs, staff and facilities that provide for the public health, safety and welfare through the design, construction, and maintenance of the municipal infrastructure to include: streets, signals, water, sewer, storm drains, flood control, equipment, vehicles, and facilities. The Public Works Director manages these programs through the Engineering division, Maintenance Administration, Development Services division, and the Facility Maintenance division, the equipment rental fund, and the utility enterprise funds. Numerous relationships with other agencies such as Cascade Water Alliance, King County, Metropolitan Wastewater Agencies, WSDOT, the Regional Transit Authority, and the cities of Renton, SeaTac, Seattle, and Kent are required to coordinate projects and services.

Expenditure Summary

Public Works - Administration								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 307,171	\$ 410,587	\$ 364,270	\$ 338,972	\$ 432,123	\$ 450,138	27.48%	4.17%
Personnel Benefits	110,934	156,025	146,009	126,693	174,620	179,147	37.83%	2.59%
Supplies	9,412	6,284	5,500	6,000	6,000	6,000	0.00%	0.00%
Services	25,476	16,347	9,423	23,721	11,793	11,886	-50.28%	0.79%
Expenditure Total	\$ 452,992	\$ 589,243	\$ 525,202	\$ 495,386	\$ 624,536	\$ 647,171	26.07%	3.62%

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.13.543.100.11.00	SALARIES	304,020	407,995	364,270	338,972	432,123	450,138
000.13.543.100.12.00	EXTRA LABOR	3,151	2,592	-	-	-	-
000.13.543.100.21.00	FICA	22,805	28,925	27,290	23,789	33,057	34,436
000.13.543.100.23.00	PERS	38,739	52,075	42,592	43,050	50,169	46,139
000.13.543.100.24.00	INDUSTRIAL INSURANCE	842	1,067	1,028	1,113	1,353	1,353
000.13.543.100.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	20	567	540	-	640	666
000.13.543.100.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	2,508	3,348	2,880	2,879	3,585	3,872
000.13.543.100.25.97	SELF INSURED MEDICAL & DENTAL	46,020	70,044	71,679	55,862	85,816	92,681
000.13.543.100.31.00	OFFICE & OPERATING SUPPLIES	9,412	6,284	5,500	5,500	5,500	5,500
000.13.543.100.31.01	OFFICE & OPERATING SUPPLIES	-	-	-	500	500	500
000.13.543.100.42.00	COMMUNICATION	14,419	1,061	1,000	800	1,000	1,000
000.13.543.100.43.00	TRAVEL	532	721	12	300	300	300
000.13.543.100.45.00	OPERATING RENTALS & LEASES	3,846	6,448	6,500	2,900	6,500	6,500
000.13.543.100.45.94	EQUIPMENT RENTAL - REPLACEMENT	10	67	5	10	6	4
000.13.543.100.45.95	EQUIPMENT RENTAL - O & M	4,354	6,559	656	1,311	1,237	1,332
000.13.543.100.48.00	REPAIRS & MAINTENANCE	-	-	100	100	100	100
000.13.543.100.48.01	800 MHZ RADIOS	810	630	650	1,300	650	650
000.13.543.100.49.00	MISCELLANEOUS	1,506	860	500	2,000	2,000	2,000
000.13.543.100.49.51	MISC-FRANCHISE MGMNT CONSULTANT	-	-	-	15,000	-	-
Totals		452,992	589,243	525,202	495,386	624,536	647,171

DEPARTMENT: Public Works (13)
FUND: General
RESPONSIBLE MANAGER: Hari Ponnekanti

DIVISION: Maintenance Administration
FUND NUMBER: 000
POSITION: Interim Public Works Director

Description

The function of Maintenance Administration is to manage the maintenance programs and activities for equipment rental, facilities, streets, water, sewer, and surface water. This division also provides staff support and coordination with the engineering division and other City departments as well as external agencies and service providers. The Maintenance Administration Division is managed by the Maintenance Operations Manager who reports to the Director of Public Works.

Expenditure Summary

Public Works - Maintenance Administration								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 236,642	\$ 233,827	\$ 233,427	\$ 259,500	\$ 256,165	\$ 267,426	-1.29%	4.40%
Personnel Benefits	110,217	114,322	122,050	128,661	127,806	132,521	-0.66%	3.69%
Supplies	4,011	4,132	5,000	5,000	5,000	5,000	0.00%	0.00%
Services	10,761	11,396	9,144	16,271	13,906	14,335	-14.54%	3.08%
Expenditure Total	\$ 361,631	\$ 363,678	\$ 369,621	\$ 409,432	\$ 402,877	\$ 419,282	-1.60%	4.07%

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.13.543.101.11.00	SALARIES	235,958	233,827	233,427	259,500	256,165	267,426
000.13.543.101.13.00	OVERTIME	684	-	-	-	-	-
000.13.543.101.21.00	FICA	17,862	17,180	17,387	19,994	19,597	20,458
000.13.543.101.23.00	PERS	30,103	29,992	29,843	32,956	29,741	27,411
000.13.543.101.24.00	INDUSTRIAL INSURANCE	1,599	2,508	2,981	3,313	1,015	1,015
000.13.543.101.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	15	346	345	-	379	396
000.13.543.101.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	2,023	2,146	2,190	2,203	2,240	2,420
000.13.543.101.25.97	SELF INSURED MEDICAL & DENTAL	58,615	62,149	69,304	70,195	74,834	80,821
000.13.543.101.31.00	OFFICE & OPERATING SUPPLIES	3,908	2,144	3,250	3,250	3,250	3,250
000.13.543.101.31.01	OFFICE & OPERATING SUPPLIES	102	1,000	1,000	1,000	1,000	1,000
000.13.543.101.35.00	SMALL TOOLS & MINOR EQUIPMENT	-	989	750	750	750	750
000.13.543.101.41.00	PROFESSIONAL SERVICES	2,400	-	-	500	500	500
000.13.543.101.42.00	COMMUNICATION	700	1,083	1,000	750	1,000	1,000
000.13.543.101.43.00	TRAVEL	384	17	-	300	300	300
000.13.543.101.45.00	OPERATING RENTALS & LEASES	1,778	2,290	2,300	5,000	3,000	3,000
000.13.543.101.45.94	EQUIPMENT RENTAL - REPLACEMENT	527	2,005	264	527	313	226
000.13.543.101.45.95	EQUIPMENT RENTAL O & M	2,837	4,120	3,580	7,159	6,758	7,274
000.13.543.101.49.00	MISCELLANEOUS	2,135	1,882	2,000	2,035	2,035	2,035
Totals		361,631	363,678	369,621	409,432	402,877	419,282

DEPARTMENT: Public Works (13)
FUND: General
RESPONSIBLE MANAGER: Hari Ponnekanti

DIVISION: Engineering
FUND NUMBER: 000
POSITION: Interim Public Works Director

Description

The Engineering Division function is to provide professional engineering services for planning, design, construction, maintenance, and operation of the water, sewer, surface water and transportation infrastructure. Services include coordination with adjoining agencies such as Renton, Kent, Seattle, SeaTac, Water District 125, and Valley View Sewer District, as well as with regional agencies such as King County Metro Transit and Sewer, WSDOT, Green River Basin Technical Committee, Regional Transit Authority, Puget Sound Regional Council, and the Transportation Improvement Board. Other services include assisting development permit review and monitoring of franchise utility operations in the City. The City Engineer is the licensed Professional Engineer official for the City and manages the Engineering Division. The City Engineer provides staff support to assigned Council committees and reports to the Director of Public Works.

Expenditure Summary

Public Works - Engineering								
Expenditures	Actual			Budget			Precent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 658,738	\$ 718,890	\$ 501,917	\$ 825,276	\$ 343,145	\$ 360,345	-58.42%	5.01%
Personnel Benefits	251,898	296,951	224,675	367,392	157,551	162,713	-57.12%	3.28%
Supplies	10,012	8,413	3,000	8,000	8,000	8,000	0.00%	0.00%
Services	70,185	64,753	169,057	25,854	60,228	61,056	132.95%	1.37%
Expenditure Total	\$ 990,833	\$ 1,089,006	\$ 898,649	\$ 1,226,522	\$ 568,924	\$ 592,114	-53.61%	4.08%

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.13.543.130.11.00	SALARIES	311,294	336,208	311,231	442,435	334,064	351,264
000.13.543.130.13.00	OVERTIME	20,540	11,740	1,209	-	-	-
000.13.543.130.21.00	FICA	24,467	26,419	23,667	33,942	25,556	26,872
000.13.543.130.23.00	PERS	37,731	44,694	40,179	56,174	38,785	36,004
000.13.543.130.24.00	INDUSTRIAL INSURANCE	3,234	3,623	3,294	5,881	5,658	5,658
000.13.543.130.24.50	PAID FAMILY & MEDICAL LEAVE PREMIL	27	694	661	-	494	520
000.13.543.130.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	11,974	23,315	26,714	31,721	2,647	2,859
000.13.543.130.25.97	SELF INSURED MEDICAL & DENTAL	42,626	40,478	35,557	73,293	81,403	87,915
000.13.543.130.28.00	UNIFORM CLOTHING	235	366	950	950	950	950
000.13.543.130.31.00	OFFICE & OPERATING SUPPLIES	7,768	8,413	3,000	7,000	7,000	7,000
000.13.543.130.35.00	SMALL TOOLS & MINOR EQUIPMENT	2,244	-	-	1,000	1,000	1,000
000.13.543.130.41.00	PROFESSIONAL SERVICES	24,923	23,212	50,000	-	28,400	28,400
000.13.543.130.41.02	TRAFFIC MODELING	14,775	650	-	-	-	-
000.13.543.130.41.10	ON CALL SUPPORT SVCS-FRANCHISE A	-	-	100,000	-	-	-
000.13.543.130.42.00	COMMUNICATION	415	6,395	6,500	1,500	6,500	6,500
000.13.543.130.43.00	TRAVEL	217	121	30	500	500	500
000.13.543.130.44.00	ADVERTISING	-	50	-	-	-	-
000.13.543.130.45.94	EQUIPMENT RENTAL - REPLACEMENT	1,088	2,741	544	1,088	645	466
000.13.543.130.45.95	EQUIPMENT RENTAL O & M	13,680	14,602	6,983	13,966	13,183	14,190
000.13.543.130.48.00	REPAIRS & MAINTENANCE	454	6,483	-	1,000	1,000	1,000
000.13.543.130.49.00	MISCELLANEOUS	14,632	10,499	5,000	7,800	10,000	10,000

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.13.543.102.11.00	SALARIES	323,084	370,135	189,454	373,841	-	-
000.13.543.102.13.00	OVERTIME	3,821	807	23	9,000	9,081	9,081
000.13.543.102.21.00	FICA	24,821	27,701	14,250	29,515	695	695
000.13.543.102.23.00	PERS	41,016	47,131	24,323	47,478	1,054	931
000.13.543.102.24.00	INDUSTRIAL INSURANCE	1,754	2,918	2,877	3,753	59	59
000.13.543.102.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	22	548	280	-	-	-
000.13.543.102.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	2,615	3,134	1,717	2,787	-	-
000.13.543.102.25.97	SELF INSURED MEDICAL & DENTAL	60,966	75,930	50,206	81,648	-	-
000.13.543.102.28.00	UNIFORM CLOTHING	411	-	-	250	250	250
Totals		990,833	1,089,006	898,649	1,226,522	568,924	592,114

DEPARTMENT: Public Works (13)
FUND: General
RESPONSIBLE MANAGER: Hari Ponnekanti

DIVISION: Facility Maintenance
FUND NUMBER: 000
POSITION: Interim Public Works Director

Description

The function of the Facility Maintenance unit is to preserve all City buildings through a preventive maintenance, repair, and operating program in order to provide a safe, pleasant, and productive work environment for City staff and clients. The work is located in 42 facilities including restrooms in City parks, throughout the City, consisting of approximately 251,733 square feet, of which 149,957 square feet is provided with custodial care. Facilities maintained consist of the main City Hall (6200 Building), the 6300 Building, a large Community Center, a Heritage Center, four fire stations, Minkler, George Long, and Golf maintenance facilities, several public restrooms, and various other buildings.

Expenditure Summary

Public Works - Facility Maintenance								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 566,529	\$ 517,245	\$ 539,470	\$ 658,359	\$ 641,991	\$ 674,737	-2.49%	5.10%
Personnel Benefits	251,073	241,254	269,053	306,538	357,812	371,568	16.73%	3.84%
Supplies	58,673	70,107	65,700	78,200	78,200	78,200	0.00%	0.00%
Services	884,727	909,785	867,645	869,198	946,805	969,808	8.93%	2.43%
Capital Outlays	-	-	-	-	-	-	0.00%	0.00%
Expenditure Total	\$ 1,761,001	\$ 1,738,391	\$ 1,741,868	\$ 1,912,295	\$ 2,024,808	\$ 2,094,313	5.88%	3.43%

General Ledger Code Details

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.13.518.300.11.00	SALARIES	563,891	513,536	538,654	654,359	635,955	668,701
000.13.518.300.12.00	EXTRA LABOR	-	-	-	-	2,000	2,000
000.13.518.300.13.00	OVERTIME	2,638	3,708	816	4,000	4,036	4,036
000.13.518.300.21.00	FICA	43,882	39,591	41,013	51,387	49,112	51,618
000.13.518.300.23.00	PERS	70,059	66,283	67,564	83,104	74,535	69,188
000.13.518.300.24.00	INDUSTRIAL INSURANCE	15,017	14,523	18,108	23,096	23,967	23,967
000.13.518.300.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	30	791	798	-	944	992
000.13.518.300.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	15,315	15,810	16,867	16,932	5,508	5,917
000.13.518.300.25.97	SELF-INSURED MEDICAL & DENTAL	105,955	102,852	122,703	130,019	201,746	217,886
000.13.518.300.28.00	UNIFORM CLOTHING	815	1,403	2,000	2,000	2,000	2,000
000.13.518.300.31.00	OFFICE & OPERATING SUPPLIES	3,017	4,590	3,200	3,200	3,200	3,200
000.13.518.300.31.01	REPAIRS & MAINTENANCE SUPPLIES	23,429	22,129	25,000	37,500	37,500	37,500
000.13.518.300.31.02	CUSTODIAL SUPPLIES	30,789	35,230	35,000	35,000	35,000	35,000
000.13.518.300.35.00	SMALL TOOLS & MINOR EQUIPMENT	1,438	8,158	2,500	2,500	2,500	2,500
000.13.518.300.41.00	PROFESSIONAL SERVICES	2,681	2,309	7,000	2,000	2,000	2,000
000.13.518.300.42.00	COMMUNICATION	6,227	10,942	15,000	9,000	14,000	14,000
000.13.518.300.45.00	OPERATING RENTALS AND LEASES	96,753	97,352	100,000	100,000	100,000	100,000
000.13.518.300.45.94	EQUIPMENT RENTAL - REPLACEMENT	2,759	26,592	1,380	2,759	1,637	1,183
000.13.518.300.45.95	EQUIPMENT RENTAL - O & M	23,886	38,065	20,470	40,939	43,868	44,425
000.13.518.300.46.04	INSURANCE-PROPERTY	107,581	107,742	163,467	108,200	179,000	196,900
000.13.518.300.47.00	PUBLIC UTILITY SERVICES	4,539	5,082	5,000	5,000	5,000	5,000

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.13.518.300.47.21	PUBLIC UTILITY SERVICES-ELECTRICITY	254,318	257,696	260,000	295,000	260,000	260,000
000.13.518.300.47.22	PUBLIC UTILITY SERVICES-GAS	35,489	36,279	37,800	37,800	37,800	37,800
000.13.518.300.47.25	PUBLIC UTILITY SERVICES-WATER/SEWER	64,812	61,511	65,000	75,000	75,000	75,000
000.13.518.300.47.26	PUBLIC UTILITY SERVICES-SURFACE WATER	25,176	26,435	27,228	27,500	27,500	27,500
000.13.518.300.48.00	REPAIRS AND MAINTENANCE	260,155	239,392	165,000	165,000	200,000	205,000
000.13.518.300.49.00	MISCELLANEOUS	351	389	300	1,000	1,000	1,000
Totals		1,761,001	1,738,391	1,741,868	1,912,295	2,024,808	2,094,313

DEPARTMENT: Public Works (16)
FUND: General
RESPONSIBLE MANAGER: Hari Ponnekanti

DIVISION: Street Maintenance
FUND NUMBER: 000
POSITION: Interim Public Works Director

Description

The function of the Street Maintenance unit is to operate and maintain the traffic control and safety devices of the transportation network which consists of 127 lane miles of commercial/industrial streets and 90 lane miles of residential streets, including bridges, sidewalks, street lighting, and traffic cameras. The Street Maintenance unit maintains relationships with adjoining cities, King County, and Washington State Department of Transportation.

Expenditure Summary

<i>Public Works - Street Maintenance</i>								
Expenditures	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 858,615	\$ 978,318	\$ 729,976	\$ 931,393	\$ 743,588	\$ 764,966	-20.16%	2.87%
Personnel Benefits	426,090	464,835	408,468	459,873	406,933	419,487	-11.51%	3.09%
Supplies	210,309	452,314	143,037	216,925	181,425	181,425	-16.37%	0.00%
Services	1,603,023	1,878,942	1,482,001	1,647,085	1,631,234	1,671,422	-0.96%	2.46%
Intergovt. Services & Taxes	5	-	-	-	-	-	0.00%	0.00%
Capital Outlays	-	17,057	-	-	-	-	0.00%	0.00%
Expenditure Total	\$ 3,098,042	\$ 3,791,466	\$ 2,763,482	\$ 3,255,276	\$ 2,963,180	\$ 3,037,300	-8.97%	2.50%

General Ledger Code Details

Expenditures

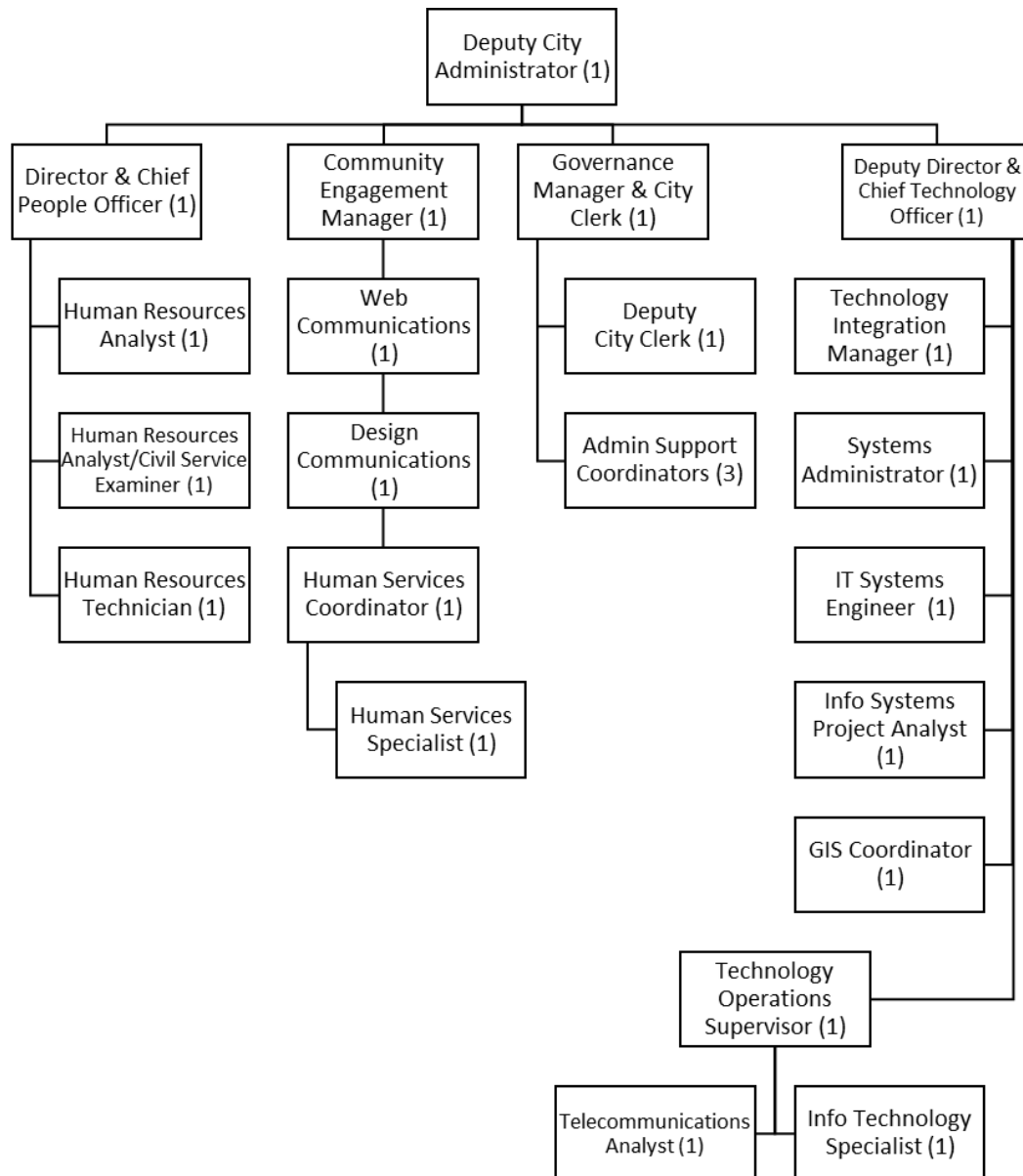
GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.16.542.300.31.01	REPAIRS & MAINTENANCE SUPPLIES	27,813	14,725	34,000	34,000	24,000	24,000
000.16.542.300.35.00	SMALL TOOLS & MINOR EQUIPMENT	3,053	6,549	4,000	4,000	4,000	4,000
000.16.542.300.41.00	PROFESSIONAL SERVICES	1,576	-	-	100	100	100
000.16.542.300.43.00	TRAVEL	-	2,885	-	-	-	-
000.16.542.300.45.00	OPERATING RENTALS AND LEASES	1,103	-	-	3,400	3,400	3,400
000.16.542.300.47.00	PUBLIC UTILITY SERVICES	280	55	90	100	100	100
000.16.542.300.47.02	DUMP FEES	2,507	25	-	10,000	10,000	10,000
000.16.542.300.47.26	SURFACE WATER	776,178	814,989	839,438	840,000	856,800	899,640
000.16.542.300.48.00	REPAIRS & MAINTENANCE	-	7,796	-	100	100	100
000.16.542.500.31.01	REPAIRS & MAINTENANCE SUPPLIES	2,546	320	-	1,000	10,000	10,000
000.16.542.500.48.00	REPAIRS AND MAINTENANCE	4,973	20,321	5,437	-	-	-
000.16.542.610.31.01	REPAIRS & MAINTENANCE SUPPLIES	888	1,097	-	2,300	-	-
000.16.542.610.45.00	OPERATING RENTALS AND LEASES	-	110	-	-	-	-
000.16.542.630.31.01	REPAIRS & MAINTENANCE SUPPLIES	6,178	9,485	10,000	25,000	25,000	25,000
000.16.542.630.35.00	SMALL TOOLS & MINOR EQUIPMENT	692	-	300	500	500	500
000.16.542.630.41.00	PROFESSIONAL SERVICES	639	725	700	500	500	500
000.16.542.630.47.21	ELECTRICITY	303,854	262,893	277,000	291,000	275,000	275,000
000.16.542.630.47.22	GAS	917	753	750	1,000	1,000	1,000
000.16.542.630.48.00	REPAIRS AND MAINTENANCE	-	-	390	-	-	-
000.16.542.640.31.01	REPAIRS & MAINTENANCE SUPPLIES	105,154	343,087	55,000	77,425	62,425	62,425
000.16.542.640.35.00	SMALL TOOLS & MINOR EQUIPMENT	2,904	1,620	2,500	2,500	2,500	2,500
000.16.542.640.41.00	PROFESSIONAL SERVICES	19,121	139	502	100	100	100
000.16.542.640.42.00	COMMUNICATION	1,604	960	480	-	-	-
000.16.542.640.47.21	PUBLIC UTILITY SERVICES	79,580	79,471	84,000	84,000	84,000	84,000

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.16.542.640.48.00	REPAIRS AND MAINTENANCE	2,860	33,801	22,000	20,000	20,000	20,000
000.16.542.660.31.01	REPAIRS & MAINTENANCE SUPPLIES	14,521	38,713	9,037	10,000	10,000	10,000
000.16.542.660.43.00	TRAVEL	-	3,854	296	300	-	-
000.16.542.670.31.00	OFFICE & OPERATING SUPPLIES	19,525	19,595	12,000	12,000	7,000	7,000
000.16.542.670.31.01	OFFICE & OPERATING SUPPLIES	8,637	6,950	6,000	6,000	3,000	3,000
000.16.542.670.35.00	SMALL TOOLS & MINOR EQUIPMENT	1,387	265	1,200	1,200	-	-
000.16.542.670.41.00	PROFESSIONAL SERVICES	2,600	761	2,000	2,200	-	-
000.16.542.670.43.00	TRAVEL	72	-	-	-	-	-
000.16.542.670.47.02	PUBLIC UTILITY SERVICES	15,898	54,650	30,000	30,000	-	-
000.16.542.670.47.25	PUBLIC UTILITY SERVICES -WATER	30,845	29,018	9,000	9,000	30,000	30,000
000.16.542.670.48.00	REPAIRS & MAINTENANCE	-	-	-	500	-	-
000.16.542.670.48.01	HAZARDOUS TREE REMOVAL	13,651	-	3,000	3,000	-	-
000.16.542.670.49.53	MISC-EXCISE TAX	-	9	-	-	-	-
000.16.542.670.53.00	EXT TAXES & OPERATING ASSMNTS	5	-	-	-	-	-
000.16.542.700.47.25	WATER/SEWER	8,890	7,459	10,000	-	10,000	10,000
000.16.542.800.31.00	OFFICE & OPERATING SUPPLIES	1,636	3,946	4,000	30,000	25,000	25,000
000.16.542.800.35.00	SMALL TOOLS & MINOR EQUIPMENT	9,739	67	-	2,000	2,000	2,000
000.16.542.800.48.00	REPAIRS & MAINTENANCE	-	-	-	1,500	1,500	1,500
000.16.542.900.11.00	SALARIES	809,047	871,986	714,175	875,393	743,588	765,486
000.16.542.900.12.00	EXTRA LABOR	42,098	59,258	1,530	45,000	-	-
000.16.542.900.13.00	OVERTIME	7,471	47,074	14,271	11,000	-	-
000.16.542.900.21.00	FICA	67,829	76,132	57,389	60,703	56,885	58,520
000.16.542.900.23.00	PERS	110,500	125,602	94,693	106,175	86,331	78,423
000.16.542.900.24.00	INDUSTRIAL INSURANCE	24,015	27,057	23,046	43,905	25,271	25,271
000.16.542.900.24.50	PAID FAMILY & MEDICAL LEAVE PREMIU	52	1,449	1,088	-	1,100	1,132
000.16.542.900.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	7,299	7,951	6,903	7,677	6,985	7,543
000.16.542.900.25.97	SELF-INSURED MEDICAL & DENTAL	207,085	221,628	202,949	239,013	227,961	246,198
000.16.542.900.26.00	UNEMPLOYMENT COMPENSATION	7,030	2,310	20,000	-	-	-
000.16.542.900.28.00	UNIFORM CLOTHING	2,281	2,707	2,400	2,400	2,400	2,400
000.16.542.900.31.00	OFFICE & OPERATING SUPPLIES	1,590	1,651	1,000	1,000	1,000	1,000
000.16.542.900.41.00	PROFESSIONAL SERVICES	442	468	526	-	-	-
000.16.542.900.49.00	MISCELLANEOUS	-	2,500	-	-	-	-
000.16.543.300.31.00	OFFICE & OPERATING SUPPLIES	3,892	4,025	4,000	5,000	2,000	2,000
000.16.543.300.35.00	SMALL TOOLS & MINOR EQUIPMENT	154	220	-	3,000	3,000	3,000
000.16.543.300.41.00	PROFESSIONAL SERVICES	148	-	3,000	600	600	600
000.16.543.300.41.02	PHYSICALS - HEARING TESTS	646	447	700	700	700	700
000.16.543.300.42.00	COMMUNICATION	2,601	10,840	7,122	4,300	6,000	6,000
000.16.543.300.43.00	TRAVEL	903	2,246	2,000	2,900	3,200	3,200
000.16.543.300.45.94	EQUIPMENT RENTAL - REPLACEMENT	69,720	272,510	34,860	69,720	41,363	29,884
000.16.543.300.45.95	EQUIPMENT RENTAL - O & M	220,864	234,094	113,779	227,558	245,633	250,846
000.16.543.300.46.01	INSURANCE	27,351	29,532	29,731	38,807	36,138	39,752
000.16.543.300.48.00	REPAIRS AND MAINTENANCE	-	-	-	500	500	500
000.16.543.300.49.00	MISCELLANEOUS	5,293	13,537	5,200	5,200	4,500	4,500
000.16.594.440.64.00	MACHINERY & EQUIPMENT	-	17,057	-	-	-	-
Totals		3,098,042	3,791,466	2,763,482	3,255,276	2,963,180	3,037,820



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Administrative Services



DEPARTMENT: Administrative Services (04)**FUND:** General**RESPONSIBLE MANAGER:** Rachel Bianchi**FUND NUMBER:** 000**POSITION:** Deputy City Administrator

Description

The Administrative Services department contains the following divisions: Community Services & Engagement, Human Resources, the City Clerk's Office, Technology and Innovation Services, and the Equity and Social Justice Commission. The department supports the work of other City departments in these efforts and leads inter-departmental efforts on a variety of special issues and projects, including implementation of the City's Equity Policy and the City's Public Safety Plan.

2019-2020 Accomplishments

- ◆ Implementation of the Public Safety Plan, including construction of Fire Station 51, Tukwila Justice Center and substantial completion of Fire Station 52. **Strategic Goals 2, 4 & 5.**
- ◆ Leveraged technology, best practices and innovations to improve the delivery of human resources services; successfully negotiated nine labor union contracts. **Strategic Goal 4.**
- ◆ Continued to strengthen communications and community engagement efforts, with a focus on Census 2020 and response to the coronavirus pandemic, increasing translated materials available to the community and staffing of the Equity and Social Justice Commission. **Strategic Goal 5.**
- ◆ Implementation of the City Equity Policy resulting in new hiring policies and practices, consistent training, development of an equity toolkit and outreach guide, and benchmarking the organization. **Strategic Goal 1, 2, 4 and 5.**
- ◆ Supporting the most vulnerable and improving the community with direct Human Services supporting housing, independence, vocational support, overall physical and mental health and food security; leveraging additional funds and regional partnerships during the pandemic to provide an unprecedented level of rental assistance to the Tukwila community. **Strategic Goals 1, 2 & 5.**

2021-2022 Outcome Goals

- ◆ Continued implementation of the Public Safety Plan; Fire Station 52 complete and open as the City's new headquarters station. **Strategic Goals 2, 4 & 5.**
- ◆ Revamp of the Community Connectors program, additional communications platforms brought online, use of translation and transcreation increased, continued implementation of the City Equity Policy. **Strategic Goal 1, 2, 4 and 5.**
- ◆ Refresh the Human Services Strategic plan, continue to innovate in ways to allow for more time for direct services to residents, continue to leverage regional partnerships and outside funding to benefit residents and the broader community. **Strategic Goals 1, 2 & 5.**

2021-2022 Indicators of Success

- ◆ Continued implementation of the Strategic Plan Goals and City Equity Policy.
- ◆ Ongoing commitment to organizational improvement, innovation and leveraging of technology.
- ◆ Communications tools and vehicles are relevant, diverse and timely.
- ◆ Leverage local and regional partnerships on behalf of the City's residents and guests.

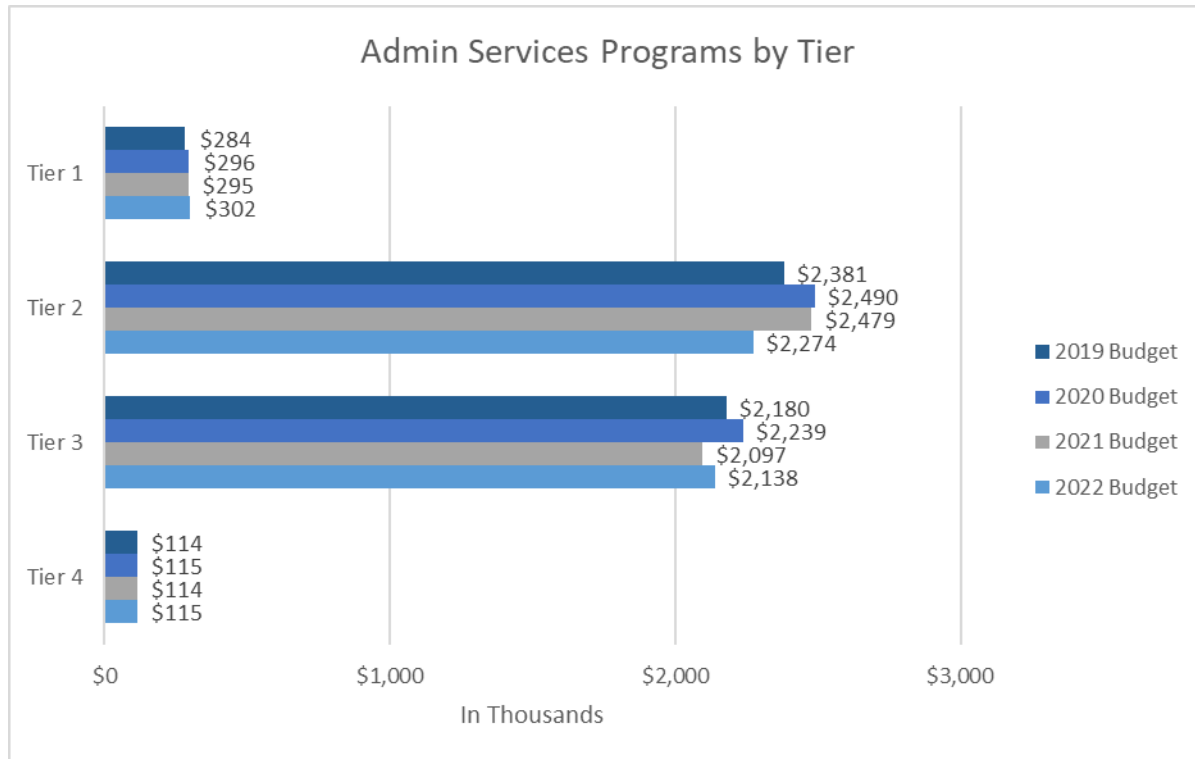
Department Detail

Staffing and Expenditure by Program

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Communications	1.65	263,310	5.1%	1.60	237,918	4.8%	254,329	5.3%
Housing	1.03	236,278	4.6%	1.03	492,257	9.9%	265,678	5.5%
Physical/Mental/Dental Well-Being	0.23	174,495	3.4%	0.23	192,672	3.9%	185,051	3.8%
Labor Relations	0.70	147,969	2.9%	0.70	147,504	3.0%	154,306	3.2%
Support for Independence	0.08	123,839	2.4%	0.08	112,411	2.3%	106,252	2.2%
Minor Home Repair	0.18	117,767	2.3%	0.18	119,456	2.4%	120,371	2.5%
Public Safety Plan	0.43	101,568	2.0%	0.33	54,729	1.1%	-	0.0%
HR General Administration	0.55	90,334	1.8%	0.55	81,531	1.6%	84,686	1.8%
Classification/Compensation	0.50	90,135	1.8%	0.50	88,541	1.8%	92,439	1.9%
Recruitment	0.55	82,696	1.6%	0.55	71,518	1.4%	74,323	1.5%
Internal Communications	0.63	82,954	1.6%	0.60	71,076	1.4%	71,545	1.5%
Performance Management/Training	0.45	73,244	1.4%	0.45	65,427	1.3%	75,146	1.6%
Community Engagement	0.28	70,772	1.4%	0.38	66,999	1.3%	88,896	1.8%
Health & Safety	0.35	65,183	1.3%	0.35	57,640	1.2%	58,881	1.2%
Food Insecurity	0.13	64,301	1.3%	0.13	69,983	1.4%	67,595	1.4%
Policy Development/Compliance	0.32	59,710	1.2%	0.32	63,830	1.3%	66,486	1.4%
Civil Service Compliance	0.30	55,733	1.1%	0.30	49,843	1.0%	50,723	1.1%
Benefit Plan Management	0.30	55,906	1.1%	0.30	55,229	1.1%	57,595	1.2%
Accounts Payable/Budget Preparation	0.35	48,522	0.9%	0.33	44,933	0.9%	46,501	1.0%
School District	0.30	43,904	0.9%	0.25	37,544	0.8%	39,517	0.8%
Regional Collaboration	0.23	36,310	0.7%	0.20	30,076	0.6%	32,210	0.7%
Training	0.21	28,862	0.6%	0.21	27,814	0.6%	38,218	0.8%
Government Relations	0.13	27,432	0.5%	0.13	27,122	0.5%	27,558	0.6%
Equity	0.15	20,854	0.4%	0.15	35,667	0.7%	36,253	0.8%
Tukwila Works	0.00	10,626	0.2%	-	-	0.0%	450	0.0%
Emergency Preparedness/Response	0.03	6,248	0.1%	0.03	6,491	0.1%	6,592	0.1%
Intergenerational Center Planning	0.00	-	0.0%	0.18	39,879	0.8%	50,872	1.1%
Digital Records Center	0.76	134,917	2.6%	0.76	126,598	2.5%	129,499	2.7%
Public Records Requests	0.61	125,235	2.4%	0.61	84,704	1.7%	86,611	1.8%
Required Citywide Functions	0.25	114,402	2.2%	0.25	114,176	2.3%	115,384	2.4%
Council Agenda/Meeting Functions	0.89	108,783	2.1%	0.89	113,832	2.3%	117,118	2.4%
Records Management	0.83	104,410	2.0%	0.83	103,382	2.1%	106,237	2.2%
Ordinance, Resolution & TMC Development	0.61	70,314	1.4%	0.61	73,482	1.5%	75,187	1.6%
City Clerk Division Administration	0.41	65,938	1.3%	0.41	66,795	1.3%	68,899	1.4%
Essential Public Services	0.44	50,793	1.0%	0.44	50,350	1.0%	52,535	1.1%
Legal/Public Notices	0.21	38,462	0.7%	0.21	37,229	0.7%	38,060	0.8%
Elections/Voter Registration/Intergovernmental	0.01	53,407	1.0%	0.01	33,448	0.7%	33,480	0.7%
End-User Infrastructure Service	0.42	227,131	4.4%	0.42	226,487	4.5%	227,882	4.7%
GIS Services	0.33	201,402	3.9%	0.33	159,222	3.2%	159,991	3.3%
Mobility Services	0.38	191,239	3.7%	0.38	216,780	4.3%	218,046	4.5%
Business System Management and Support	0.63	180,248	3.5%	0.63	138,336	2.8%	141,020	2.9%
Service Desk	0.48	133,472	2.6%	0.48	84,261	1.7%	85,655	1.8%
Tier/Tier 2 Helpdesk	0.00	152,523	3.0%	-	152,088	3.1%	152,088	3.1%
Justice Center	0.70	138,792	2.7%	0.70	-	0.0%	-	0.0%
Research & Development: New Technologies	0.63	131,208	2.6%	0.63	135,873	2.7%	138,156	2.9%
Transition to Cloud	0.70	131,102	2.6%	0.70	130,854	2.6%	133,109	2.8%
Business Application Services	0.49	118,520	2.3%	0.49	118,320	2.4%	119,868	2.5%
Network Infrastructure Services	0.52	108,453	2.1%	0.52	98,582	2.0%	100,219	2.1%
Vendor Management	0.45	94,423	1.8%	0.45	98,980	2.0%	100,701	2.1%
Emergency Application Services	0.45	79,088	1.5%	0.45	82,816	1.7%	84,268	1.7%
Business Analysis: Integrations Support, Professional Services, Technical Consultation	0.37	75,395	1.5%	0.37	80,569	1.6%	81,918	1.7%
Traffic Camera Server Infrastructure	0.39	68,521	1.3%	0.39	67,947	1.4%	69,123	1.4%
Office 365 Training	0.10	36,982	0.7%	0.10	39,178	0.8%	39,545	0.8%
Training (TIS Professional Development)	0.00	25,212	0.5%	-	2,088	0.0%	2,088	0.0%
Office Equipment/Leases	0.00	856	0.0%	-	-	0.0%	-	0.0%
PROGRAM TOTALS	22.04	5,140,177	100%	22.04	4,984,464	100%	4,829,160	100%

Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Administrative Services fall into all four tiers with 54% of the budget allocated to the top two tiers.



Program Descriptions

Communications: Digital communications include all digital forms of media, such as the website, social media, video production, Channel 21, etc. Digital communications can be internal or external. Also includes communications strategies targeted to the media, the community, and the public at large. Media/external communications work includes issuing press releases, the City pages of the Tukwila Reporter, the City's social media pages, etc. Media/external communications can be digital and/or print.

Housing: Funding for and approval/referrals to agencies that provide administration of rent/utility financial assistance, shelter, or other housing assistance (including hygiene/clothing tangibles).

Physical/Mental/Dental Well-Being: Funding for and referrals to agencies that provide physical health, mental health and dental services.

Labor Relations: Contract/collective bargaining negotiations. Complaints, grievances, investigations.

Support for Independence: Funding for and referrals to agencies that help people live independently, support empowered decision-making that focuses on stability and self-sufficiency.

Minor Home Repair: Tukwila serves as the fiscal agent for the Minor Home Repair Program for the Cities of Tukwila, SeaTac, Covington and Des Moines. On an annual basis, Tukwila applies for the Federal CDBG funds on behalf of the four cities, that are distributed through King County. None of the cities are large enough to receive a direct allocation. Minor home repair assists very low to moderate income homeowners with repairs addressing conditions such as minor plumbing and electrical issues, and health and safety repairs.

Public Safety Plan: In November 2016, Tukwila voters passed a public safety bond to fund three new fire stations, fire apparatus for 20 years, and a justice center for police and courts. In addition, the City is committing general and utility funds for a new public works facility. The purpose is to replace aging facilities that no longer meet the functional, safety, and regulatory needs of our first responders. The last building is scheduled to be completed in 2022.

HR General Administration: Administrative duties supporting the Human Resources department.

Classification/Compensation: Job descriptions, rep and non-rep.

Recruitment: Recruitment for non-Police and Fire. NeoGov.

Internal Communications: Internal communications includes communications strategies targeted at City employees about internal projects and programs such as finance deadlines, technology updates, records management, etc., and how community facing programs and projects may affect day-to-day work in different departments. Internal Communications can be digital and/or print.

Performance Management/Training: Tracking evaluations; record keeping. Training.

Community Engagement: Community Connectors, future civic engagement projects. Tukwila's Community Connectors Program improves outreach to communities historically underrepresented in civic processes by utilizing members from these communities to act as liaisons from their community to the City and civic processes.

Health & Safety: Accident prevention plan, safety plan. Employee injury/illness reports. Training.

Food Insecurity: Funding for and referrals to agencies that provide food assistance, creation/distribution of emergency snack bags distributed by Human Services.

Policy Development/Compliance: Duties related to the development of Human Resources policies as well as ensuring compliance.

Civil Service Compliance: Recruitment, testing and hiring for Police and Fire.

Benefit Plan Management: Managing health, retirement and other benefits. Claims processing.

Commute Trip Reduction/Green Initiatives: Commute Trip Reduction Program incentives: ORCA cards, incentives for carpoolers and walkers/bicyclists.

Accounts Payable/Budget Preparation: Processing of invoices for payment and preparing and monitoring department biennial budget.

School District: The City values the youth in our community, and desires that they succeed. Programs and partnerships with our local schools include the high school internship program, support for youth workforce development, and college/trade school scholarships, school based mental health support.

Regional Collaboration: In addition to collaborating with other government entities, the City maintains close relationships and partnerships with nonprofit organizations, businesses, and other community groups in the region to provide services to our residents, businesses, and visitors.

Training: Staff development training.

Government Relations: The City works with many other government entities, including the Metropolitan Park District, the Port of Seattle, King County, tribal governments, state and federal governments. These relationships are important to maintain and require strong communication skills and knowledge of laws and regulations to be successful.

Equity: The City has a strong commitment to equity in city government, and they desire that all residents, visitors and employees have the opportunity to reach their full potential. Societal, environmental, and legal factors, both historic and present-day, have resulted in inequitable access to opportunities and services for some individuals and groups of people. To that end, the City has formed an Equity Team that is open to all City employees interested in learning more about equity. The City formed the Equity and Diversity Commission in 1990, now named the Equity and Social Justice Commission. The City has also held several formal and informal trainings on equity issues. Most recently, the City adopted an Equity Policy, and is currently working on developing and implementation plan for that policy.

Tukwila Works: Tukwila works is an online reporting tool that allows residents, businesses, visitors, and employees to report and track non-emergency issues through the City's website or via a smartphone app. Tukwila Works currently tracks the following issue types: Animal Control, Camping, Code Enforcement (both private and public property), Garbage/Debris, Graffiti, Illegal Parking, Overgrown Brush/Trees, Potholes, Rental Property Concerns, Speeding or Traffic Complaints, Stormwater/Sewer Issues, Traffic Signal/Traffic Sign Issues, Tukwila Parks issues, Other. Issues are sent directly to the appropriate City employee and tracked until the issue is closed.

Emergency Preparedness/Response: Time spent preparing for and communicating with the public and employees about emergencies.

End-User Infrastructure Service: End-user hardware services; laptops, desk phones, PC, point of sale, first responder (rugged tablets and cameras).

GIS Services: Enterprise GIS Application and Service support including emergency services.

Mobility Services: Cell phones, in-car wireless, virtual private networks, iPads, IoT (internet of things connected smart devices).

Business System Management and Support: Maintaining and supporting enterprise application relational databases to ensure integrity of application data.

Service Desk (Tier 3): Advanced Troubleshooting, Device Provisioning and Service Fulfillments.

Tier1/Tier 2 Helpdesk: Tier 1/2 support and triage (Basic IT support and Training).

Justice Center: Materials for technology build-out.

Research and Development: New Technologies: Researching, developing, and applying best practices and/or proof of concepts for new and current technologies that offer improved performance and/or cost savings.

Transition to Cloud: Modernizing how service and application are delivered while reducing risk, improving availability, and increasing stability.

Business Application Services: Business application which include financial, asset management (fleet, facilities, parks, and city infrastructure e.g. water, sewer, surface water and street), human resources support.

Network Infrastructure Services: Network design and support, maintenance, and security.

End-User Infrastructure Service: End-user hardware services; laptops, desk phones, PC, point of sale,

Vendor Management: Utilizing outside research and analysis to ensure product selection maintains value over time and reduce risk.

Emergency Application Services: Emergency service (Fire and Police) application support.

Business Analysis: Integrations Support, Professional Services, Technical Consultation: Applying critical assessment of existing processes to increase efficiency/productivity and reduce costs.

Office 365 Training: Training for City Staff to fully leverage Office 365 capability and realize productivity gains.

Traffic Camera Server Infrastructure: Traffic Camera Server Infrastructure support.

Training (TIS Professional Development): Improving staff efficiency by staying up to date on latest technologies and methods.

Office Equipment/Leases: Daily operating supplies.

Digital Records Center: Growth and development of system, microfilming and digitization, importing new record series, GET-IT, policies, training, new initiatives, maintenance costs.

Public Records Requests: Administration of City-wide process, handling all aspects of requests, database updates, JLARC reporting, risk mitigation.

Required Citywide Functions: Postage accounts, postage meter lease, recorded documents, plant care, participate on City committees & initiatives, administration.

Council Agenda/Meeting Functions: Administration, agenda production, agenda review and long-term planning, meeting facilitation, minutes, legislative history.

Records Management: Central files, contracts, records center, retention & destruction, archival transfers, staff training, risk mitigation & compliance, policy development, databases, security costs, program administration.

Ordinance, Resolution & TMC Development: Legislation creation and review, amending and repealing documents, ongoing TMC development, administration.

City Clerk Division Administration: Invoice payment, timecards, staff mtgs, Firemen's Pension Board, budgeting, supplies, copier costs, printing, training & travel, Administration.

Essential Public Services: Accept claims, litigation appeals, petitions. Conduct bid openings, notary service, pet licensing, general counter inquiries, point of sale, central switchboard, mail distribution, research. Maintain logs and databases.

Legal/Public Notices: Legally required OPMA notices, publication, advertising bids, RFPs, RFQs, Special Meetings, Ordinance Summaries, Risk Mitigation & Compliance.

Elections/Voter Registration: General and Special Elections, voter registration, oaths of office, election certificates, administration.

Intergenerational Center Planning: Plan and construct a new intergenerational facility for Tukwila teens and seniors in the Tukwila International Boulevard neighborhood in proximity to Foster High School, Showalter Middle School, and the surrounding senior community. This innovative facility will be inclusive and serve seniors during the day and teens in the afternoons and weekends. The facility will serve the Tukwila community and incorporate diverse cultural, economic, educational, and athletic opportunities and programs.

Program Change Discussion:

Admin Services focused its budget reductions on internal services as much as possible. Human Services funding and staffing was held harmless. In order to achieve savings, a continuation of a technology specialist position remains frozen. All temporary labor was removed, which will directly impact the turnaround time to respond to public records requests. For the most part, service level reductions will be largely noticed within the organization, with other staff taking on additional work. This will result in slower reduced turnaround on contracts and other documents and services in the Clerk's office and continued degraded services in TIS. Funding was also removed that had previously been dedicated to a community partner to support the Community Connectors program. This program has been on hiatus since 2019 due to the partner agency's lack of capacity and staff will look to bring the "Community Connectors 2.0" online in 2021 with no outside resources. Additional reductions in travel and training will not allow staff access to new best practices, and professional services have been reduced in human resources, resulting in less funds for citywide trainings and other human-resources related programs, such as investigations and labor management support.

Expenditure Summary

Administrative Services								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 2,213,793	\$ 2,292,661	\$ 2,194,181	\$ 2,437,380	\$ 2,277,822	\$ 2,306,279	-6.55%	1.25%
Personnel Benefits	864,152	900,248	855,755	1,001,421	914,525	935,312	-8.68%	2.27%
Supplies	51,682	86,712	64,608	52,962	54,729	54,729	3.34%	0.00%
Services	1,681,314	1,438,228	1,505,315	1,637,389	1,737,388	1,532,840	6.11%	-11.77%
Capital	52,498	8,995	10,000	10,000	-	-	0.00%	0.00%
Department Total	\$ 4,863,440	\$ 4,726,845	\$ 4,629,859	\$ 5,139,152	\$ 4,984,464	\$ 4,829,160	-3.01%	-3.12%

Administrative Services								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Administration	\$ 66,810	\$ 210,255	\$ 210,567	\$ 222,220	\$ 231,649	\$ 235,700	4.24%	1.75%
Human Resources	776,525	676,538	639,167	721,665	676,782	703,168	-6.22%	3.90%
Community Services and Engagement	1,196,559	1,100,486	1,098,387	1,237,071	1,434,856	1,208,805	15.99%	-15.75%
City Clerk	761,047	756,322	772,584	852,509	803,996	823,010	-5.69%	2.36%
Technology & Innovation Services	2,058,616	1,977,992	1,905,154	2,099,687	1,832,381	1,853,677	-12.73%	1.16%
Equity and Social Justice Commission	3,881	5,253	4,000	6,000	4,800	4,800	-20.00%	0.00%
Department Total	\$ 4,863,440	\$ 4,726,845	\$ 4,629,859	\$ 5,139,152	\$ 4,984,464	\$ 4,829,160	-3.01%	-3.12%

Salary and Benefits Detail

Administrative Services							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Deputy City Administrator	1	1	\$ 168,768	\$ 62,880	1	\$ 172,125	\$ 63,574
Human Resources Director	1	1	149,700	59,035	1	159,060	61,060
Human Resources Analyst	2	2	194,907	74,055	2	203,333	75,769
Human Resources Technician	1	1	68,832	23,644	1	73,056	24,266
Community Engagement Manager	1	1	112,971	47,613	1	120,816	49,521
Program Coordinator	1	1	105,726	41,103	1	110,168	42,086
Admin Support Coordinator	2	2	126,444	64,100	2	128,650	65,889
Admin Support Specialist	1	1	63,386	22,508	1	67,506	23,179
City Clerk	1	1	130,200	46,244	1	132,756	46,585
Deputy City Clerk	1	1	82,296	30,798	1	85,362	31,391
Admin Support Coordinator	3	3	212,360	111,420	3	220,670	115,568
TIS Director	1	1	163,090	57,803	1	166,334	58,235
Technology Integration Manager	1	1	127,805	44,444	1	130,362	44,710
Information Systems Project Analyst	1	0.7	80,578	36,288	0.7	82,014	37,084
IT Systems Engineer	1	1	114,240	51,868	1	116,489	53,069
GIS Coordinator	1	0.34	34,431	13,685	0.34	35,038	13,877
Technology Operations Supervisor	1	1	101,267	49,088	1	103,058	50,365
Systems Administrator	1	1	101,868	30,334	1	103,905	30,135
Senior/Info Technology Specialist	2	1	91,452	47,101	1	93,077	48,471
Extra Labor			47,501	514		2,500	478
Department Total	24	22.04	\$ 2,277,822	\$ 914,525	22.04	\$ 2,306,279	\$ 935,312

DEPARTMENT: Administrative Services (04)
FUND: General
RESPONSIBLE MANAGER: Rachel Bianchi

DIVISION: Administration
FUND NUMBER: 000
POSITION: Deputy City Administrator

Description

The Administrative Services department contains the following divisions: Community Services & Engagement, Human Resources, Technology & Innovation Services, and the City Clerk's Office. The department supports the work of other City departments in these efforts and leads inter-departmental efforts on a variety of special issues and projects, including implementation of the City's Equity Policy and the City's Public Safety Plan.

Expenditure Summary

<i>Administrative Services - Administration</i>									
Expenditures By Type	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 48,780	\$ 153,948	\$ 151,544	\$ 161,745	\$ 168,768	\$ 172,125	4.34%	1.99%	
Personnel Benefits	18,030	56,307	59,023	60,475	62,881	63,575	3.98%	1.10%	
Department Total	\$ 66,810	\$ 210,255	\$ 210,567	\$ 222,220	\$ 231,649	\$ 235,700	4.24%	1.75%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.04.518.900.11.00	SALARIES	48,780	153,948	151,544	161,745	168,768	172,125
000.04.518.900.21.00	FICA	3,538	10,431	11,396	12,373	12,911	13,168
000.04.518.900.23.00	PERS	6,258	19,775	19,509	20,752	19,594	17,643
000.04.518.900.24.00	INDUSTRIAL INSURANCE	87	264	324	371	338	338
000.04.518.900.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	9	198	224	-	250	255
000.04.518.900.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	388	1,216	1,194	1,060	1,316	1,421
000.04.518.900.25.97	SELF-INSURED MEDICAL & DENTAL	7,750	24,423	26,376	25,919	28,472	30,750
Totals		66,810	210,255	210,567	222,220	231,649	235,700

DEPARTMENT: Administrative Services (04)
FUND: General
RESPONSIBLE MANAGER: Juan Padilla

DIVISION: Human Resources
FUND NUMBER: 000
POSITION: Human Resources Director

Description

Human Resources provides internal support services in the areas of classification/compensation, benefit administration, labor and employee relations, civil service, recruitment and hiring, performance management, organizational development, training and professional development.

Expenditure Summary

<i>Administrative Services - Human Resources</i>									
Expenditures By Type	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 396,715	\$ 386,901	\$ 382,895	\$ 429,301	\$ 413,439	\$ 435,449	-3.69%	5.32%	
Personnel Benefits	125,053	143,113	145,118	166,109	157,088	161,464	-5.43%	2.79%	
Supplies	18,854	23,761	9,800	7,700	7,700	7,700	0.00%	0.00%	
Services	235,903	122,763	101,354	118,555	98,555	98,555	-16.87%	0.00%	
Department Total	\$ 776,525	\$ 676,538	\$ 639,167	\$ 721,665	\$ 676,782	\$ 703,168	-6.22%	3.90%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.04.518.100.11.00	SALARIES	395,358	385,901	382,435	423,301	413,439	435,449
000.04.518.100.12.00	EXTRA LABOR	1,357	456	-	6,000	-	-
000.04.518.100.13.00	OVERTIME	-	543	460	-	-	-
000.04.518.100.21.00	FICA	28,073	28,156	28,388	32,500	31,628	33,312
000.04.518.100.23.00	PERS	45,683	49,593	49,627	53,946	48,000	44,634
000.04.518.100.24.00	INDUSTRIAL INSURANCE	990	1,118	1,294	1,619	1,353	1,353
000.04.518.100.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	20	571	585	-	612	644
000.04.518.100.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	2,838	3,085	3,101	3,625	3,337	3,604
000.04.518.100.25.97	SELF-INSURED MEDICAL & DENTAL	47,442	60,262	61,769	74,419	71,804	77,548
000.04.518.100.31.00	OFFICE & OPERATING SUPPLIES	6,248	14,037	4,000	5,500	5,500	5,500
000.04.518.100.31.02	SAFETY SUPPLIES	131	1,783	500	1,000	1,000	1,000
000.04.518.100.41.00	PROFESSIONAL SERVICES	40,557	42,661	30,000	30,000	30,000	30,000
000.04.518.100.41.02	SAFETY PROFESSIONAL SERVICES	345	-	-	1,000	1,000	1,000
000.04.518.100.41.03	LABOR RELATIONS ASSIST (NEGOT)	42,650	20,940	-	25,000	8,000	8,000
000.04.518.100.41.04	EMPLOYEE ASSISTANCE PRGM EAP	8,994	5,749	5,764	9,075	9,075	9,075
000.04.518.100.41.05	EDEN SYSTEMS HR SOFTWARE	-	-	-	13,000	13,000	13,000
000.04.518.100.42.00	COMMUNICATION	-	1,397	559	-	-	-
000.04.518.100.43.00	TRAVEL	368	806	-	2,000	-	-
000.04.518.100.44.00	ADVERTISING	5,145	300	2,048	3,500	3,500	3,500
000.04.518.100.45.00	OPERATING RENTALS & LEASES	2,394	2,382	2,314	500	500	500
000.04.518.100.48.00	REPAIRS & MAINTENANCE	10,730	6,913	20,000	7,230	7,230	7,230
000.04.518.100.49.00	MISCELLANEOUS	427	16,411	8,181	-	-	-
000.04.518.100.49.01	MISCELLANEOUS	818	1,730	225	1,000	1,000	1,000
000.04.518.100.49.03	REGISTRATIONS, TUITION	1,408	2,222	(285)	2,000	1,000	1,000
000.04.518.110.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	8	328	354	-	354	369
000.04.518.110.31.00	OFFICE & OPERATING SUPPLIES	10,683	-	-	-	-	-
000.04.518.110.31.00	OFFICE & OPERATING SUPPLIES	-	5,947	3,500	500	500	500

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.04.518.110.31.43	OFFICE & OPERATING SUPPLIES - ME	1,792	1,994	1,800	700	700	700
000.04.518.110.41.00	PROFESSIONAL SERVICES	76,876	-	-	-	-	-
000.04.518.110.41.00	PROFESSIONAL SERVICES	15,225	16,285	20,000	20,500	20,500	20,500
000.04.518.110.45.00	OPERATING RENTALS & LEASES	10,034	3,537	9,048	3,000	3,000	3,000
000.04.518.110.49.00	MISCELLANEOUS	19,327	1,432	3,500	750	750	750
000.04.518.110.49.05	MISC-REGISTRATIONS	605	-	-	-	-	-
Totals		776,525	676,538	639,167	721,665	676,782	703,168

DEPARTMENT: Administrative Services (04)
FUND: General
RESPONSIBLE MANAGER: Rachel Bianchi

DIVISION: Community Services and Engagement
FUND NUMBER: 000
POSITION: Deputy City Administrator

Description

The mission of Community Services and Engagement is to support the well-being of Tukwila's residents by assisting residents to access human services; funding programs to address prioritized gaps and needs; leveraging community resources and partnerships; and working regionally to generate solutions that contribute to a thriving community. The office also manages a Minor Housing Repair program.

The Division is also responsible for ensuring accurate, timely, and effective communications with Tukwila's residents, businesses, visitors, and employees, as well as the media. The Community Services and Engagement supports every City department to inform stakeholders of key issues and events, and to help find and tell the great stories within the City of Tukwila. Serving a diverse community, the Division ensures a broad use of communication methods and encourages two-way communications and feedback, with the goal of encouraging a true conversation within our community.

Expenditure Summary

<i>Administrative Services - Community Services and Engagement</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 454,083	\$ 373,225	\$ 389,932	\$ 414,656	\$ 453,527	\$ 427,140	9.37%	-5.82%
Personnel Benefits	184,135	153,453	169,076	172,057	174,971	180,307	1.69%	3.05%
Supplies	1,579	2,681	1,500	16,188	16,188	16,188	0.00%	0.00%
Services	556,763	571,127	537,879	634,170	790,170	585,170	24.60%	-25.94%
Department Total	\$ 1,196,559	\$ 1,100,486	\$ 1,098,387	\$ 1,237,071	\$ 1,434,856	\$ 1,208,805	15.99%	-15.75%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.04.557.201.11.00	SALARIES	307,850	221,378	238,575	254,907	239,415	249,466
000.04.557.201.11.00	SALARIES	139,263	150,059	151,357	154,749	169,112	177,674
000.04.557.201.12.00	EXTRA LABOR	6,970	-	-	5,000	-	-
000.04.557.201.12.00	EXTRA LABOR	-	1,788	-	-	-	-
000.04.557.201.21.00	FICA	23,418	16,691	17,944	20,055	18,315	19,084
000.04.557.201.21.00	FICA	10,712	11,617	11,579	12,067	12,937	13,592
000.04.557.201.23.00	PERS	38,899	28,425	30,675	32,373	27,796	25,570
000.04.557.201.23.00	PERS	17,836	19,277	19,523	19,653	19,634	18,212
000.04.557.201.24.00	INDUSTRIAL INSURANCE	1,035	776	941	1,225	1,015	1,015
000.04.557.201.24.00	INDUSTRIAL INSURANCE	547	570	599	742	677	677
000.04.557.201.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	9	225	224	-	250	263
000.04.557.201.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	2,619	1,965	2,170	2,154	2,219	2,396
000.04.557.201.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	1,278	1,383	1,424	1,322	1,425	1,539
000.04.557.201.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	64,430	47,928	57,434	56,420	62,015	66,976
000.04.557.201.25.97	SELF-INSURED MEDICAL & DENTAL	23,353	24,596	26,563	26,046	28,688	30,983
000.04.557.201.31.00	OFFICE & OPERATING SUPPLIES	1,579	1,275	500	5,500	5,500	5,500
000.04.557.201.31.03	OFFICE & OPERATING SUPPLIES	-	1,406	1,000	10,688	10,688	10,688
000.04.557.201.41.00	PROFESSIONAL SERVICES	412,325	416,992	400,000	433,470	433,470	433,470
000.04.557.201.41.03	PROFESSIONAL SERVICES	-	17,114	18,000	35,000	-	-
000.04.557.201.42.00	COMMUNICATION	14,525	29,754	31,000	40,000	40,000	40,000
000.04.557.201.43.00	TRAVEL	8,158	4,879	808	4,000	-	-
000.04.557.201.43.00	TRAVEL	22	78	-	500	500	500
000.04.557.201.44.00	ADVERTISING	-	-	206	5,000	5,000	5,000
000.04.557.201.45.03	OPERATING RENTALS & LEASES	-	5,401	-	4,000	4,000	4,000
000.04.557.201.48.00	REPAIRS & MAINTENANCE	8,523	1,485	-	2,000	2,000	2,000
000.04.557.201.49.00	MISCELLANEOUS	226	1,222	(135)	4,700	4,700	4,700
000.04.557.201.49.01	HUMAN SERVICES COMMISSION	-	-	-	500	500	500
000.04.557.201.49.02	MISCELLANEOUS	-	6,208	2,500	5,000	-	-
000.04.557.201.49.03	MISC-MEMBERSHIPS,DUES,SUBSCRIPTIONS	-	475	5,000	8,000	3,000	3,000
000.04.557.201.49.06	MISC-REGISTRATIONS	-	593	500	2,000	2,000	2,000
000.04.557.202.49.01	MINOR HOME REPAIR-CDBG	112,983	86,925	80,000	90,000	90,000	90,000
Totals		1,196,559	1,100,487	1,098,387	1,237,071	1,184,856	1,208,805

DEPARTMENT: Administrative Services (04)
FUND: General
RESPONSIBLE MANAGER: Christy O'Flaherty

DIVISION: City Clerk
FUND NUMBER: 000
POSITION: City Clerk

The purpose of the City Clerk's Office is to provide to the public a point of access for specific municipal service functions as the official records depository and archivist for the City. This office manages the retention and retrieval of all official City records, oversees administration of City Council meetings, including agenda coordination and development and preparation of the official minutes. Other responsibilities include oversight of the imaging system, automating legislative history, public records requests, providing reception and telephone answering services for the City, recording contracts and agreements, issuing pet licenses, and providing notary services. City Clerk staff also participate in local, state, and international associations relative to their positions.

Expenditure Summary

<i>Administrative Services - City Clerk</i>									
Expenditures By Type	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Salaries & Wages	\$ 407,573	\$ 418,940	\$ 400,698	\$ 449,592	\$ 424,856	\$ 438,788	-5.50%	3.28%	
Personnel Benefits	176,755	172,920	181,208	200,389	188,462	193,544	-5.95%	2.70%	
Supplies	12,985	11,106	12,308	12,308	12,308	12,308	0.00%	0.00%	
Services	163,734	153,357	178,370	190,220	178,370	178,370	-6.23%	0.00%	
Department Total	\$ 761,047	\$ 756,322	\$ 772,584	\$ 852,509	\$ 803,996	\$ 823,010	-5.69%	2.36%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.04.514.300.11.00	SALARIES	382,533	389,827	400,698	414,592	424,856	438,788
000.04.514.300.12.00	EXTRA LABOR	25,040	29,113	-	35,000	-	-
000.04.514.300.21.00	FICA	30,684	31,557	30,373	34,485	32,501	33,567
000.04.514.300.23.00	PERS	51,837	52,879	51,850	56,881	49,326	44,976
000.04.514.300.24.00	INDUSTRIAL INSURANCE	1,488	1,450	1,631	2,371	1,692	1,692
000.04.514.300.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	26	621	598	-	629	649
000.04.514.300.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	13,371	14,110	15,456	14,593	3,705	4,002
000.04.514.300.25.97	SELF-INSURED MEDICAL & DENTAL	79,350	72,302	81,300	92,059	100,609	108,658
000.04.514.300.31.00	OFFICE & OPERATING SUPPLIES	12,985	11,106	12,308	12,308	12,308	12,308
000.04.514.300.41.00	PROFESSIONAL SERVICES	2,104	2,232	6,000	6,000	6,000	6,000
000.04.514.300.42.00	COMMUNICATION	540	704	600	600	600	600
000.04.514.300.42.02	POSTAGE	69,950	66,000	66,000	66,000	66,000	66,000
000.04.514.300.43.00	TRAVEL	2,669	16	4,000	5,500	4,000	4,000
000.04.514.300.44.00	ADVERTISING	8,518	4,715	10,950	12,300	10,950	10,950
000.04.514.300.45.00	OPERATING RENTALS AND LEASES	6,813	15,633	10,100	10,100	10,100	10,100
000.04.514.300.48.00	REPAIRS AND MAINTENANCE	17,299	18,229	24,710	24,710	24,710	24,710
000.04.514.300.49.00	MISCELLANEOUS	3,455	1,955	6,200	6,200	6,200	6,200
000.04.514.300.49.01	PRINTING	-	-	100	100	100	100
000.04.514.300.49.02	MICROFILMING/IMAGING	7,077	11,277	12,529	21,529	12,529	12,529
000.04.514.300.49.04	RECORDED DOCUMENTS	4,300	4,300	4,300	4,300	4,300	4,300
000.04.514.300.49.08	CREDIT CARD FEES	830	1,254	881	881	881	881
000.04.514.900.41.51	PROF SVCS-ELECTION COSTS (INT GOV	-	27,042	32,000	32,000	32,000	32,000
000.04.514.900.51.00	INTERGVRNMTL PROFESSIONAL SVCS	40,178	-	-	-	-	-
Totals		761,047	756,322	772,584	852,509	803,996	823,010

DEPARTMENT: Administrative Services (04)
FUND: General
RESPONSIBLE MANAGER: Joseph Todd

DIVISION: Technology and Innovation Services (TIS)
FUND NUMBER: 000
POSITION: TIS Director

Description

The Technology and Information Services (TIS) Department provides support for the City's information and communication infrastructure to assist the City in delivering the highest quality services and information for internal and external customers in an efficient, effective, and fiscally responsible manner. The TIS Department oversees all technology systems for the City, including the City's network, system administration, computer hardware and software and telecommunications – both internal VoIP phone system and mobile phones/devices.

Expenditure & Revenue Summary

<i>Administrative Services - Technology and Innovation Services</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 906,643	\$ 959,648	\$ 869,112	\$ 982,086	\$ 817,232	\$ 832,777	-16.79%	1.90%
Personnel Benefits	360,178	374,456	301,330	402,391	331,123	336,422	-17.71%	1.60%
Supplies	17,583	48,912	41,000	16,266	18,133	18,133	11.48%	0.00%
Services	721,714	585,982	683,712	688,944	665,893	666,345	-3.35%	0.07%
Capital	52,498	8,995	10,000	10,000	-	-	0.00%	0.00%
Department Total	\$ 2,058,616	\$ 1,977,992	\$ 1,905,154	\$ 2,099,687	\$ 1,832,381	\$ 1,853,677	-12.73%	1.16%

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.04.518.880.11.00	SALARIES	900,501	953,461	863,138	979,586	814,732	830,277
000.04.518.880.12.00	EXTRA LABOR	3,554	6,066	3,996	2,500	2,500	2,500
000.04.518.880.13.00	OVERTIME	2,589	121	1,978	-	-	-
000.04.518.880.21.00	FICA	66,934	70,758	65,483	73,386	62,518	63,707
000.04.518.880.23.00	PERS	115,464	121,348	111,308	124,408	94,881	85,360
000.04.518.880.24.00	INDUSTRIAL INSURANCE	2,527	2,601	1,678	3,395	2,409	2,409
000.04.518.880.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	56	1,383	1,288	-	1,210	1,233
000.04.518.880.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	7,208	7,664	6,911	7,829	6,474	6,991
000.04.518.880.25.97	SELF-INSURED MEDICAL & DENTAL	167,989	170,701	114,662	193,373	163,631	176,722
000.04.518.880.31.00	OFFICE & OPERATING SUPPLIES	2,082	11,693	15,000	16,266	8,133	8,133
000.04.518.880.35.00	SMALL TOOLS & MINOR EQUIPMENT	15,500	37,219	26,000	-	10,000	10,000
000.04.518.880.41.00	PROFESSIONAL SERVICES	273,328	129,238	369,686	369,686	332,607	332,607
000.04.518.880.41.01	TECHNICAL SUPPORT	-	204	-	-	-	-
000.04.518.880.42.00	COMMUNICATION	95,462	111,372	122,900	122,900	150,000	150,000
000.04.518.880.42.01	COMMUNICATION - NEXTEL	-	1,110	-	-	-	-
000.04.518.880.42.02	COMMUNICATION-TELEPHONE CHARGE	(1,200)	(1,200)	(1,200)	-	-	-
000.04.518.880.42.03	INTERNET SERVICES-CITY WIDE USE	54,184	(7,098)	-	-	-	-
000.04.518.880.43.00	TRAVEL	525	307	327	11,500	-	-
000.04.518.880.45.00	OPERATING RENTALS & LEASES	258,771	267,663	150,000	150,000	150,000	150,000
000.04.518.880.45.94	EQUIPMENT RENTAL REPLACEMENT	1,339	4,343	670	1,339	794	574
000.04.518.880.45.95	EQUIPMENT RENTAL-O&M	6,933	5,404	4,160	8,319	8,792	9,464
000.04.518.880.48.00	REPAIRS & MAINTENANCE	2,901	12,395	-	-	-	-
000.04.518.880.49.00	MISCELLANEOUS	19,154	59,714	31,343	-	23,700	23,700
000.04.518.880.49.01	SOFTWARE UPGRADES	349	1,691	4,813	-	-	-
000.04.518.880.49.02	E-GOV AND I-NET	9,768	704	768	13,200	-	-
000.04.518.880.49.03	TRAINING	200	135	245	12,000	-	-
000.04.594.180.64.02	NETWORK EQUIPMENT	52,498	8,995	10,000	10,000	-	-
Totals		2,058,616	1,977,992	1,905,154	2,099,687	1,832,381	1,853,677

DEPARTMENT: Administrative Services (04)
FUND: General
RESPONSIBLE MANAGER: Rachel Bianchi

DIVISION: Equity & Social Justice Commission
FUND NUMBER: 000
POSITION: Deputy City Administrator

Description

The City of Tukwila will identify and implement strategies to involve more families and children of color and other diverse populations in school and community activities. These strategies include:

- ◆ Promote education and understanding that accepts, appreciates, and celebrates diversity, and strives to eliminate prejudice and discrimination in the Tukwila community.
- ◆ Provide information, communication, and forums for better understanding and acceptance of ethnic and cultural differences.
- ◆ Bring the community together for the purpose of making them feel welcome and part of the community.

The Commission is made up of nine members and one student representative appointed by the Mayor and confirmed by the City Council.

Expenditure Summary

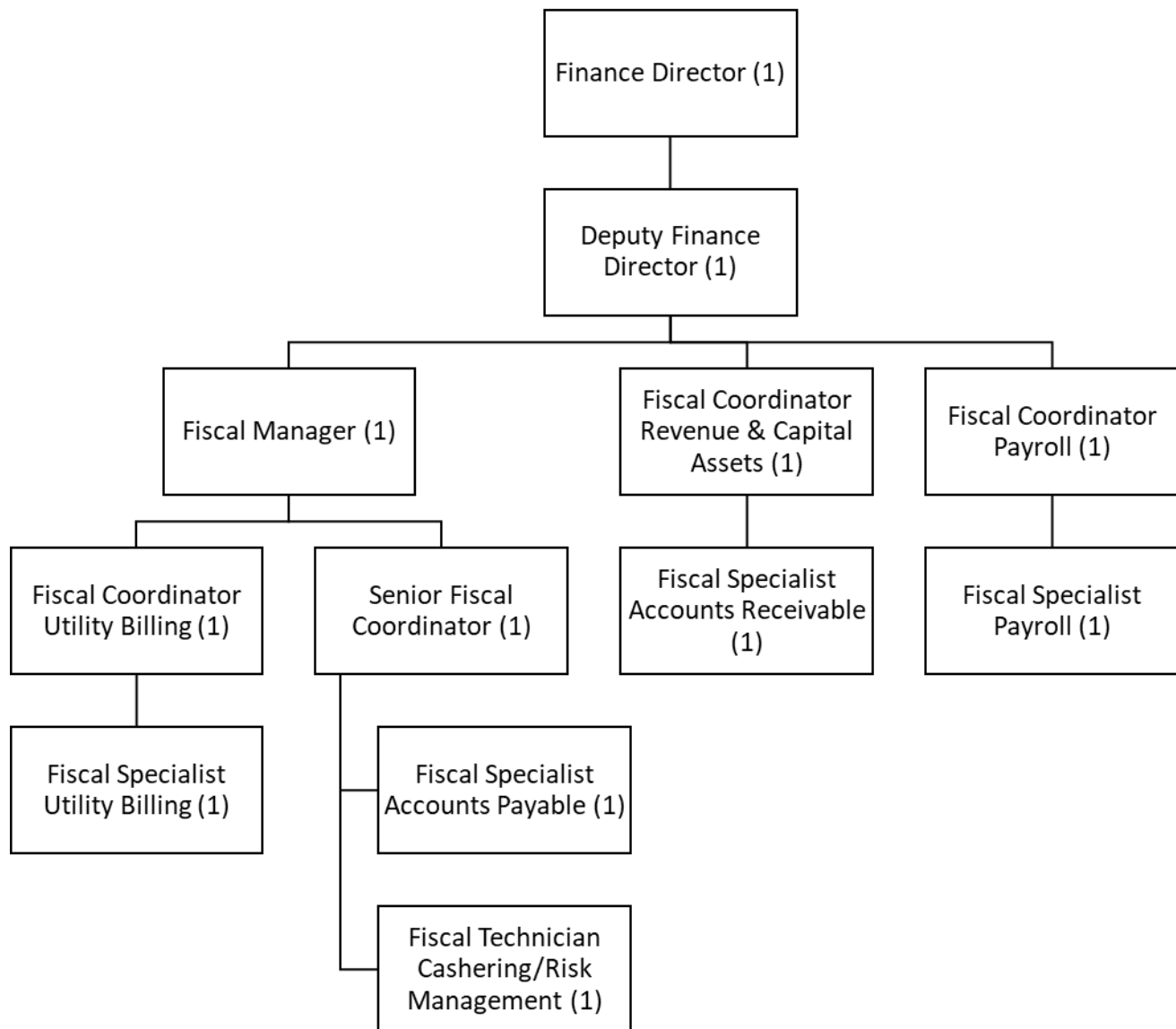
<i>Administrative Services - Equity and Social Justice Commission</i>									
Expenditures By Type	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Supplies	\$ 681	\$ 253	\$ -	\$ 500	\$ 400	\$ 400	-20.00%	0.00%	
Services	3,200	5,000	4,000	5,500	4,400	4,400	-20.00%	0.00%	
Department Total	\$ 3,881	\$ 5,253	\$ 4,000	\$ 6,000	\$ 4,800	\$ 4,800	-20.00%	0.00%	

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.04.513.203.31.00	OFFICE & OPERATING SUPPLIES	681	253	-	75	60	60
000.04.513.203.49.00	MISCELLANEOUS	3,200	5,000	4,000	5,000	4,000	4,000
000.04.513.204.31.00	OFFICE & OPERATING SUPPLIES	-	-	-	425	340	340
000.04.513.204.49.00	MISCELLANEOUS	-	-	-	500	400	400
Totals		3,881	5,253	4,000	6,000	4,800	4,800

Finance



DEPARTMENT: Finance (05)**FUND:** General**RESPONSIBLE MANAGER:** Vicky Carlsen**FUND NUMBER :** 000**POSITION:** Finance Director**Description**

The Finance department provides an array of services that include financial data processing, treasury cash control, utility billing and collection, payroll, accounts payable, accounts receivable, business licenses, preparation of the biennial budget and Comprehensive Annual Financial Report (CAFR), and risk management.

The Finance Department also serves as liaison to the State Auditor's Office during the annual audit of the City's compliance with legal and financial reporting requirements.

2019-2020 Accomplishments

- ◆ Administration of the business licensing function successfully transitioned to the State of Washington so that businesses that provide services within the boundaries of more than one jurisdiction can apply for, and renew, their business license at one time. **Strategic Goal 4**
- ◆ Drafted a City-wide fee schedule. The schedule lists fees and charges across all departments and funds. As time allows, the document will be adopted by City Council so that all fees and charges can be updated via one legislative document. **Strategic Goal 4**
- ◆ A \$25 million bond was issued to finance the Public Safety Plan and the Public Works Shops facility – all at competitive interest rates. **Strategic Goal 4**
- ◆ The final \$37.7 million UTGO (voter-approved) bond was issued to finance the Public Safety Plan; the City's AA stable credit rating by the S&P rating agency was affirmed. **Strategic Goal 4**
- ◆ The City achieved an increase in bond rating from S&P from AA to AA+. **Strategic Goal 4**
- ◆ Refunded \$1.995 million in remaining 2014 LTGO to obtain a lower interest rate and lower annual debt service costs for the remainder of the life of the debt. **Strategic Goal 4**
- ◆ Continued to implement additional elements of Priority Based Budgeting including identifying programs in utility funds and drafting performance measures for most departments. **Strategic Goal 4**
- ◆ Several financial scenarios, referred to as financial frameworks, were updated for the Public Safety Plan to assist in decision making on scope, timing, and funding of the project. **Strategic Goal 4**
- ◆ Reporting to the Public Safety Plan Financial Oversight Committee continues as an ongoing commitment to the City's transparency. **Strategic Goal 4**
- ◆ Successfully transitioned to working remotely due to COVID-19 with minimal disruption to services. **Strategic Goal 4**

- ◆ GFOA award for financial statement preparation received. **Strategic Goal 4**
- ◆ Began reviewing Fleet policies with the goal of implementing a long-term, sustainable, funding model and appropriate fund balance levels. **Strategic Goal 4**
- ◆ Drafted a new Revenue Guide that provides comprehensive information on each of the City's major revenue sources. **Strategic Goal 4**
- ◆ Issued RFP for a new financial software system. A contract is expected to be presented to City Council in the 4th quarter of 2020. **Strategic Goal 4**

2021-2022 Outcome Goals

- ◆ Support outreach and successfully administer new revenue streams and/or manage increases in existing revenue streams. **Strategic Goal 4**
- ◆ Continued refinement of the Priority Based. **Strategic Goal 4**
- ◆ Implement a new City-wide ERP system. **Strategic Goal 4**
- ◆ Further digitize the financial processes including going paperless for daily cash receipt packets, accounts payable processing and journal entry processing and storage. **Strategic Goal 4**
- ◆ Enhance grant accounting services. **Strategic Goal 4**
- ◆ Revise the City's financial chart of accounts to help facilitate financial reporting and Priority Based Budgeting. **Strategic Goal 4**
- ◆ Analyze establishment of a convenience fee for processing Finance related credit card transactions. **Strategic Goal 4**
- ◆ Establish and document a fleet funding policy. **Strategic Goal 4**

2021-2022 Indicators of Success

- ◆ Institute new revenue stream or increases to existing revenue streams.
- ◆ Support the Public Safety Plan by issuing the remainder of voted debt and additional councilmanic debt.
- ◆ Implement new financial software system.

Program Change Discussion:

The Finance department has reduced budget in several ways. Extra labor has been eliminated along with reductions in professional services and claims and judgements. With the elimination of extra labor assistance, full-time staff will need to take on additional duties. Internal staff will feel most of the effects by slower response times in providing answers to questions that come from other departments.

Budget includes \$500,000 each for implementation of a new ERP system. Program budgets have been adjusted to include the cost of the implementation. Implementation also includes reviewing and streamlining processes where possible.

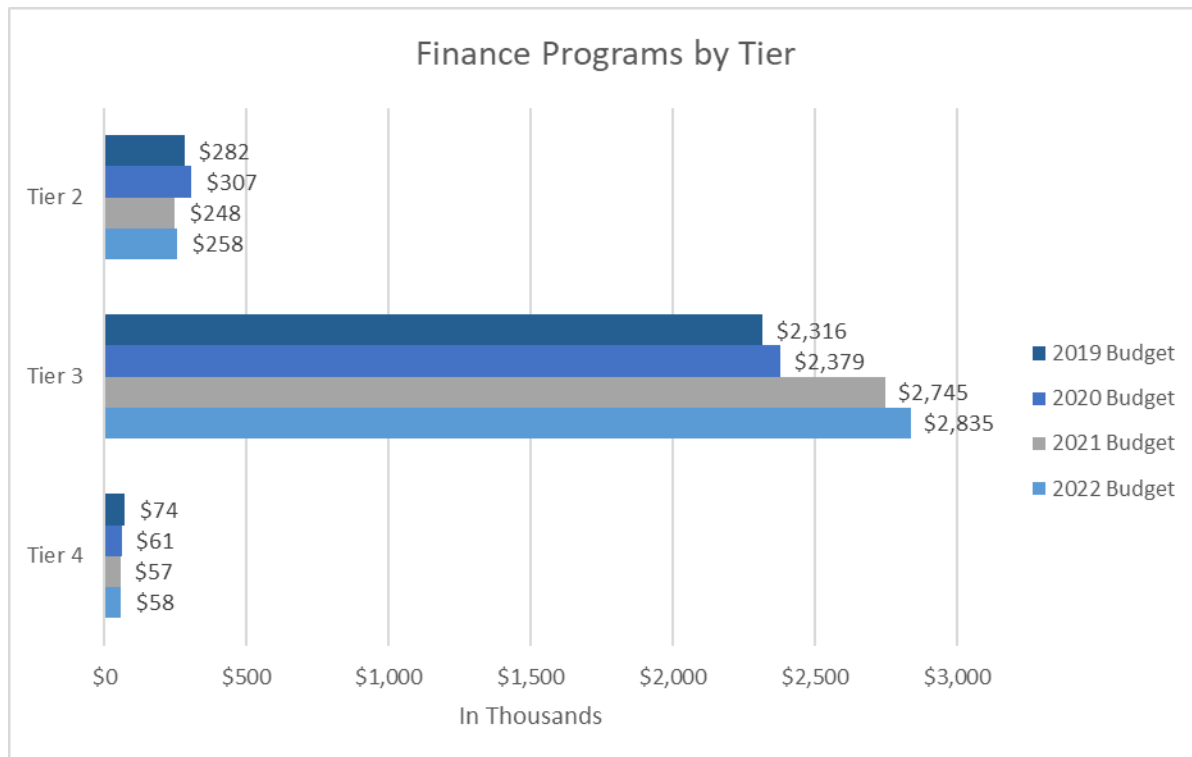
Department Detail:

Staffing and Expenditure by Program

PROGRAMS	PRIOR BUDGET			PROPOSED BUDGET				
	FTE	2020	% of Total Budget	FTE	2021	% of Total Budget	2022	% of Total Budget
Insurance & Risk Management	0.33	775,811	28.2%	0.36	713,668	23.4%	753,859	23.9%
Financial Reporting/CAFR/Audit	0.75	229,105	8.3%	0.98	277,236	9.1%	284,275	9.0%
Utility Billing	1.70	216,301	7.9%	1.45	250,155	8.2%	253,916	8.1%
Cashiering/Treasury/Banking/Unclaimed Pr	1.12	213,696	7.8%	1.00	177,070	5.8%	182,957	5.8%
Payroll & Benefit Administration	1.37	203,803	7.4%	2.24	415,803	13.6%	426,129	13.5%
Accounts Payable/Juror Payments/CTR/SC	1.46	188,300	6.9%	1.47	230,353	7.6%	235,130	7.5%
Business License Administration	1.05	61,459	2.2%	0.37	47,802	1.6%	49,212	1.6%
Budget Preparation	0.67	143,213	5.2%	0.51	123,789	4.1%	127,814	4.1%
Administration/Communication/Team buildi	0.37	77,097	2.8%	0.40	70,424	2.3%	74,634	2.4%
Debt Management	0.30	54,438	2.0%	0.16	67,073	2.2%	68,009	2.2%
Financial Reporting & Analysis for Departm	0.31	67,061	2.4%	0.40	152,683	5.0%	156,479	5.0%
GL/Eden Administration	0.24	67,174	2.4%	0.55	114,752	3.8%	116,753	3.7%
Accounts Receivable/Misc. Billings/LID	0.38	55,324	2.0%	0.27	80,247	2.6%	81,186	2.6%
Grant Accounting	0.37	72,809	2.7%	0.33	46,216	1.5%	47,970	1.5%
Sales & Other Taxes	0.30	96,838	3.5%	0.70	118,767	3.9%	121,478	3.9%
Public Safety Plan	0.30	51,216	1.9%	0.16	27,660	0.9%	28,703	0.9%
Capital Asset Accounting	0.27	49,600	1.8%	0.17	28,708	0.9%	29,326	0.9%
Investment/Cash Management/reporting	0.30	41,522	1.5%	0.12	40,452	1.3%	41,180	1.3%
Indirect Cost Allocation	0.12	19,620	0.7%	0.09	16,143	0.5%	16,594	0.5%
Long-Range Financial Planning Model	0.10	33,826	1.2%	0.10	23,990	0.8%	24,598	0.8%
Training & Development	0.18	27,197	1.0%	0.16	24,918	0.8%	25,641	0.8%
Emergency Preparedness	0.01	1,773	0.1%	0.01	1,949	0.1%	1,974	0.1%
PROGRAM TOTALS	12.00	2,747,185	100%	12.00	3,049,858	100%	3,147,816	100%

Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City's strategic goals. Programs identified by Finance fall into the Tiers 2 – 4 with 90% of the budget allocated to Tier 3.



Program Descriptions

Insurance and Risk Management: Maintain adequate insurance coverage for liabilities, property, and employee errors & omissions. Review claims and file reports as needed.

Financial Reporting/CAFR/Audit: Preparation and review of annual comprehensive annual financial report, work with State Auditor, continuing disclosure on EMMA.

Utility Billing: Provides support to the water, sewer, and surface water management departments. Provides all aspects of billing services, leak adjustments, financial reporting, etc.

Cashiering/Treasury/Banking/Unclaimed Property: This program encompasses daily cash management functions of the city including cash receipting, monitoring banking activity, bank reconciliation, and reporting of unclaimed property.

Payroll and Benefit Administration: Provide payroll preparation and processing to all City employees, administer LEOFF 1 pension plan.

Accounts Payable/Juror Payments/SCORE/Valley Com: Portions of the accounts payable function is decentralized. Departments review, code, and approve invoices for payment. The Finance department processes invoices for payment, reviews department coding, and issues 1099s. Juror payments are handled in conjunction with jury trials.

Business License Administration: Provide customer service to both internal and external customers, review, and route applications to other departments for review before issuing licenses.

Budget Preparation: Facilitate development of the biennial budget, review, and file budget with State Auditor. Process budget amendments.

Administration/Communication/Team Building: Attend Admin Team meetings, plan for and attend Finance Team meetings, engage in team building, visioning and strategies including continuous work on the strategic plan. Prepare various communications and reports.

Debt Management: Support judicious borrowing by the City within the framework of its written debt management policy. Finance coordinates with bond attorneys, rating agencies and other financial professionals and provides required reporting and disclosures to the State and investors.

Financial Reporting and Analysis for Departments: Prepare various monthly financial reports for department use.

GL/Eden Administration: Administer and maintain all aspects of the Eden financial accounting system including users, GL codes, PA codes, etc.

Accounts Receivable/Misc. Billings/LID: Tracks and reports outstanding balances owed to the City. Maintains Local Improvement District #33 database and manages annual assessment billing.

Grant Accounting: This is a decentralized function. The Finance department reviews grant accounting from departments, records receipt of funds, and performs year-end reconciliation.

Sales and Other Taxes: Track and research tax revenue – sales tax, property tax, utility taxes, gambling tax, admissions tax, parking tax, real estate excise tax and others – to ensure amounts owed the City are received by the City; analyze trends relative to economic activity to forecast future receipts. Stay apprised of new developments and make recommendations for increases. Review and update data in preparation of financial reporting purposes.

Public Safety Plan: Provide reporting, issue debt specific to the voter-approved public safety plan.

Capital Asset Accounting: Monitor, review and update capital asset records and transactions in preparation of financial reporting purposes including computation of depreciation.

Investment/Cash Management/Reporting: Manage City-wide funds for safety, liquidity and to earn a market return commensurate with investment policy benchmarks. Maintain and update investment policy and investment plan as needed.

Indirect Cost Allocation: Identify costs that should be shared or allocated among departments; design a methodology to allocate these costs in compliance with Budgeting, Accounting, Reporting System (BARS) and other authoritative guidance (GAAP). Ensure the costs are allocated each year.

Long-Range Financial Planning Model: Update long-range model to ensure sound financial decisions are made.

Training and Development: Ongoing training to ensure staff maintains skill levels necessary to excel in their positions.

Emergency Preparedness: Minimum training levels maintained, safety policies are complied with, emergency kits and equipment maintained, and exercises to test preparedness.

Expenditure Summary

<i>Finance</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Salaries & Wages	\$ 1,080,852	\$ 1,134,428	\$ 1,101,926	\$ 1,202,770	\$ 1,154,225	\$ 1,201,836	-4.04%	4.12%
Personnel Benefits	411,170	433,490	465,180	482,219	480,633	493,730	-0.33%	2.72%
Supplies	21,190	19,187	9,000	23,100	17,000	17,000	-26.41%	0.00%
Services	1,200,054	760,129	874,732	1,045,171	898,000	935,250	-14.08%	4.15%
60 Capital Outlays	-	45,228	-	-	500,000	500,000	0.00%	0.00%
Department Total	\$ 2,713,267	\$ 2,392,462	\$ 2,450,838	\$ 2,753,260	\$ 3,049,858	\$ 3,147,816	10.77%	3.21%

Salary and Benefit Details

<i>Finance</i>							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Finance Director	1	1	\$ 154,760	\$ 51,181	1	\$ 166,332	\$ 52,829
Deputy Finance Director	1	1	125,708	45,338	1	137,352	47,378
Fiscal Manager	1	1	121,920	42,957	1	124,115	43,211
Senior Fiscal Coordinator	1	1	114,816	41,544	1	116,866	41,867
Fiscal Coordinator	3	3	302,617	104,976	3	312,735	106,306
Payroll Specialist	0	1	71,940	39,331	1	73,203	40,583
Fiscal Specialist	4	3	189,816	111,936	3	193,125	115,878
Fiscal Support Technician	1	1	57,648	40,416	1	63,108	42,928
Extra Labor			-	-		-	-
Overtime			15,000	2,954		15,000	2,750
Department Total	12	12	\$1,154,225	\$ 480,633	12	\$1,201,836	\$ 493,730

General Ledger Code Details

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
000.05.514.230.11.00	SALARIES	1,023,395	1,057,938	1,093,027	1,167,770	1,139,225	1,186,836
000.05.514.230.12.00	EXTRA LABOR	33,443	46,886	6,391	25,000	-	-
000.05.514.230.13.00	OVERTIME	24,015	29,604	2,508	10,000	15,000	15,000
000.05.514.230.21.00	FICA	80,914	84,537	83,280	91,026	88,298	91,940
000.05.514.230.23.00	PERS	133,173	139,441	142,000	149,129	134,006	123,188
000.05.514.230.24.00	INDUSTRIAL INSURANCE	3,393	3,559	4,000	5,173	4,125	4,125
000.05.514.230.24.50	PAID FAMILY & MEDICAL LEAVE PREMI	63	1,664	1,625	-	1,686	1,757
000.05.514.230.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	8,387	8,706	9,487	7,533	9,682	10,457
000.05.514.230.25.97	SELF-INSURED MEDICAL & DENTAL	185,240	195,584	224,788	229,358	242,836	262,263
000.05.514.230.31.00	OFFICE & OPERATING SUPPLIES	17,699	10,345	8,000	18,100	15,000	15,000
000.05.514.230.35.00	SMALL TOOLS & MINOR EQUIPMENT	3,491	8,842	1,000	5,000	2,000	2,000
000.05.514.230.41.00	PROFESSIONAL SERVICES	118,373	101,104	150,000	186,000	140,000	140,000
000.05.514.230.41.01	PROFESSIONAL SERVICES	1,320	1,320	-	-	-	-
000.05.514.230.42.00	COMMUNICATION	486	480	2,351	600	2,500	2,500
000.05.514.230.43.00	TRAVEL	4,642	7,731	700	8,000	1,000	1,000
000.05.514.230.45.00	OPERATING RENTALS AND LEASES	3,724	6,632	4,930	3,500	5,000	5,000
000.05.514.230.46.00	INSURANCE	5,630	11,670	11,372	8,100	12,500	13,750
000.05.514.230.46.01	INSURANCE-LIABILITY	387,692	334,945	356,379	400,309	360,000	396,000
000.05.514.230.48.00	REPAIRS AND MAINTENANCE	15,936	77,091	70,000	81,662	80,000	80,000
000.05.514.230.49.00	MISCELLANEOUS	81,883	62,393	40,000	25,000	35,000	35,000
000.05.514.230.49.03	CLAIMS AND JUDGMENTS	567,205	142,272	228,000	320,000	250,000	250,000
000.05.514.230.49.08	CREDIT CARD FEES	13,163	14,490	11,000	12,000	12,000	12,000
000.05.594.140.64.00	MACHINERY & EQUIPMENT	-	45,228	-	-	500,000	500,000
Totals		2,713,267	2,392,462	2,450,838	2,753,260	3,049,858	3,147,816

DEPARTMENT: Non-Departmental Expenses (20)**FUND:** General**RESPONSIBLE MANAGER:** Vicky Carlsen**FUND NUMBER:** 000**POSITION:** Finance Director**Description**

This department is utilized to record transfers from the general fund into other funds for debt service, capital needs, and other one-time expenditures in other funds.

Department 20								
Expenditures By Type	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
00 Transfers Out	\$ 5,188,033	\$ 6,434,427	\$ 4,492,371	\$ 7,319,140	\$ 5,462,760	\$ 7,912,941	-25.36%	44.85%
Department Total	\$ 5,188,033	\$ 6,434,427	\$ 4,492,371	\$ 7,319,140	\$ 5,462,760	\$ 7,912,941	-25.36%	44.85%

TRANSFERS OUT -- From the General Fund to the Following Funds							
	Actual			Budget			
	2018	2019	Projected 2020	2020	2021	2022	
103 Residential Street	\$ -	\$ 1,850,000	\$ 400,000	\$ 100,000	\$ -	\$ -	
104 Arterial Street	-	-	-	-	1,400,000	400,000	
105 Contingency	164,877	402,841	-	210,000	-	-	
2** Debt Service	4,434,966	3,661,986	3,570,421	3,637,190	3,462,760	7,212,941	
301 Land & Park Acquisition	88,190	19,600	21,950	21,950	-	-	
303 General Government Improvements	200,000	200,000	-	200,000	300,000	-	
306 City Facilities (PW Shops)	-	-	-	2,850,000	-	-	
411 Golf Course	300,000	300,000	300,000	300,000	300,000	300,000	
TOTAL	\$ 5,188,033	\$ 6,434,427	\$ 4,292,371	\$ 7,319,140	\$ 5,462,760	\$ 7,912,941	



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Department: Mayor's Office**FUND:** Lodging Tax Fund**RESPONSIBLE MANAGER:** Brandon Miles**FUND NUMBER:** 101**POSITION:** Economic Dev. Liaison**Description**

This fund consists of proceeds from a special excise tax on lodging charges and is used to promote tourism (both day and overnight) within the City (Chapter 67.28 RCW).

2019-2020 Accomplishments

- ◆ Completed the Southcenter 50 celebration. **Strategic Goal 5**
- ◆ Hosted the 2019 Rave Green Run in partnership with Seattle Sounders FC . **Strategic Goal 5**
- ◆ In response to COVID-19, the City launched SavingLocalKC.com to support businesses throughout King County impacted by the Stay Home, Stay Healthy Order. **Strategic Goal 5**
- ◆ Supported the 50th Anniversary of the Apollo 11 landing at the Museum of Flight. **Strategic Goal 5**
- ◆ Increased the number of recipients and activities receiving lodging tax funds, providing over \$500,000 in funds to tourism partners. **Strategic Goal 5**
- ◆ Launched the Experience Tukwila digital assets, which includes Facebook, Instagram, Twitter, and LinkedIn. Website currently under development. **Strategic Goal 5**
- ◆ Partnered with Westfield Southcenter on two international food truck rallies. **Strategic Goal 5**

2021-2022 Outcome Goals

- ◆ Identify and/or create a Tukwila signature event for the region. **Strategic Goal 5**
- ◆ Identify and assist the creation of smaller event in the Tukwila International Blvd area. **Strategic Goal 5**
- ◆ Complete wayfinding program for tourism areas of the City. **Strategic Goal 5**
- ◆ In partnership with Parks and Recreation, complete the master plan for Tukwila Pond. **Strategic Goal 5**
- ◆ Increase total number of followers on all social media platforms by 15%. **Strategic Goal 5**
- ◆ Manage and build out the Experience Tukwila website. Goal is to have 25,000 unique visitors on the site using organic search techniques (non-ads). **Strategic Goal 5**
- ◆ Follow up on survey of 2107 that resulted in Tukwila's first every net promotor score. **Strategic Goal 5**

2021-2022 Indicators of Success

- ◆ Identification and recruitment of new activities, festivals, and events to bring to the City.
- ◆ Increased sales at hotels, restaurants, and entertainment establishments.
- ◆ More "feet on the streets" and "heads in beds."
- ◆ Increase total number of followers on all social media platforms by 15%.
- ◆ Manage and build out the Experience Tukwila website. Goal is to have 50,000 unique visitors on the site using organic search techniques (non-ads).

Revenue and Expenditure Summary

Lodging Tax								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Hotel/Motel Taxes	\$ 833,990	\$ 819,095	\$ 400,000	\$ 800,000	\$ 400,000	\$ 450,000	-50.00%	12.50%
Total General Revenue	833,990	819,095	400,000	800,000	400,000	450,000	-50.00%	12.50%
Miscellaneous Revenue								
Investment Earnings	22,258	35,909	15,000	3,000	6,000	6,000	100.00%	0.00%
Total Miscellaneous Revenue	22,258	35,909	15,000	3,000	6,000	6,000	100.00%	0.00%
Total Revenue	856,248	855,004	415,000	803,000	406,000	456,000	-49.44%	12.32%
Operating Expenditures								
Salaries & Wages	2,732	58,040	56,645	56,586	59,674	60,859	5.46%	1.99%
Personnel Benefits	1,772	18,129	18,113	18,412	19,126	19,119	3.88%	-0.04%
Supplies	413	2,077	2,000	5,000	5,000	5,000	0.00%	0.00%
Services	337,068	410,444	541,180	596,086	993,000	903,000	66.59%	-9.06%
Intergovt Services & Taxes	-	-	-	-	-	-	0.00%	0.00%
Total Operating Expenditures	341,984	488,691	617,938	676,084	1,076,800	987,978	59.27%	-8.25%
Indirect cost allocation	36,414	18,741	19,416	19,416	24,981	25,231	28.66%	1.00%
Total Expenditures	378,398	507,432	637,354	695,500	1,101,781	1,013,209	58.42%	-8.04%
Beginning Fund Balance	1,139,774	1,617,626	1,965,198	1,702,496	1,742,844	1,047,063	2.37%	-39.92%
Change in Fund Balance	477,851	347,572	(222,354)	107,500	(695,781)	(557,209)	-747.24%	-19.92%
Ending Fund Balance	\$ 1,617,625	\$ 1,965,198	\$ 1,742,844	\$ 1,809,996	\$ 1,047,063	\$ 489,854	-42.15%	-53.22%

Salary and Benefit Details

Lodging Tax							
Position	2020	2021	2021 Budgeted		2022	2022 Budgeted	
Description	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Business Relations Manager	0.5	0.5	\$ 59,674	\$ 19,127	0.5	\$ 60,859	\$ 19,119
Department Total	0.5	0.5	\$ 59,674	\$ 19,127	0.5	\$ 60,859	\$ 19,119

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
101.313.310.00.00	HOTEL MOTEL TAX	833,990	819,095	400,000	800,000	400,000	450,000
101.361.110.00.00	INVESTMENT INTEREST	22,258	35,909	15,000	3,000	6,000	6,000
Totals		856,248	855,004	415,000	803,000	406,000	456,000

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
101.00.557.300.11.00	SALARIES	-	58,040	56,645	56,586	59,674	60,859
101.00.557.300.21.00	FICA	-	4,289	4,013	4,308	4,565	4,656
101.00.557.300.23.00	PERS	-	7,374	6,910	7,183	6,928	6,238
101.00.557.300.24.00	INDUSTRIAL INSURANCE	-	127	157	186	169	169
101.00.557.300.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	-	86	80	-	88	90
101.00.557.300.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	-	5,798	6,467	6,007	484	522
101.00.557.300.25.97	SELF-INSURED MEDICAL & DENTAL	-	449	486	728	6,892	7,444
101.00.557.300.31.00	OFFICE & OPERATING SUPPLIES	413	2,077	2,000	5,000	5,000	5,000
101.00.557.300.43.00	TRAVEL	946	771	1,300	10,000	10,000	10,000
101.00.557.300.45.00	OPERATING RENTALS & LEASES	-	225	-	-	-	-
101.00.557.300.49.00	MISCELLANEOUS	7,488	16,933	5,000	20,000	18,000	18,000
101.00.557.301.41.00	PROFESSIONAL SERVICES	72,214	2,260	242,380	100,000	525,000	275,000
101.00.557.301.44.00	ADVERTISING	23,539	81,808	75,000	113,586	100,000	100,000
101.00.557.301.44.10	MARKETING - GENERAL	-	-	-	-	100,000	100,000
101.00.557.301.44.11	MARKETING SPONSORSHIPS	-	-	-	-	50,000	50,000
101.00.557.302.13.00	OVERTIME	2,732	-	-	-	-	-
101.00.557.302.21.00	FICA	217	-	-	-	-	-
101.00.557.302.22.00	LEOFF	12	-	-	-	-	-
101.00.557.302.23.00	PERS	322	-	-	-	-	-
101.00.557.302.24.00	INDUSTRIAL INSURANCE	73	5	-	-	-	-
101.00.557.302.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	39	-	-	-	-	-
101.00.557.302.25.97	SELF-INSURED MEDICAL & DENTAL	1,109	-	-	-	-	-
101.00.557.302.41.00	PROFESSIONAL SERVICES	151,875	203,100	202,500	202,500	-	-
101.00.557.302.41.03	COMMUNITY EVENTS	78,780	105,347	15,000	150,000	150,000	150,000
101.00.557.302.49.00	MISCELLANEOUS	2,225	-	-	-	40,000	200,000
101.00.597.190.00.00	GENERAL GOVERNMENT	36,414	18,741	19,416	19,416	24,981	25,231
Totals		378,398	507,432	637,354	695,500	1,101,781	1,013,209

DEPARTMENT: Police
FUND: Drug Seizure Fund
RESPONSIBLE MANAGER: Eric Drever

FUND NUMBER: 109
POSITION: Interim Chief of Police

Description

The Drug Seizure fund was established to account for revenues resulting from the proceeds of property and moneys forfeited as a result of their involvement with the illegal sale, possession, or distribution of narcotics and/or other controlled substances.

Expenditures from this fund must adhere to strict State and Federal stipulations. Because of this, most purchases cannot be planned with enough lead to make this publication and projected expenditures are estimates only. The Police Department has two *planned* uses of these funds for the upcoming biennium: (1) purchase of a laser scanner that will support the Investigation teams with mapping enclosures and other difficult scenes during major investigations and (2) the funding of a one-year pilot program that will provide for a Mental Health Professional to assist in stabilizing individuals during crisis situations.

Revenue and Expenditure Summary

Drug Seizure Fund								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Miscellaneous Revenue								
Investment Earnings	\$ 2,298	\$ 4,750	\$ 1,500	\$ -	\$ 500	\$ 500	0.00%	0.00%
Seizure Revenue	32,480	83,361	135,000	55,000	60,000	70,000	9.09%	16.67%
Total Misc. Revenue	34,779	88,111	136,500	55,000	60,500	70,500	10.00%	16.53%
Transfers In	-	-	-	-	-	-	0.00%	0.00%
Total Revenue	34,779	88,111	136,500	55,000	60,500	70,500	10.00%	16.53%
Operating Expenses								
Supplies	13,279	15,405	905	36,000	40,000	40,000	11.11%	0.00%
Services	15,127	16,547	59,070	24,000	100,000	-	316.67%	0.00%
Total Operating Expenses	28,406	31,952	59,975	60,000	140,000	40,000	133.33%	-71.43%
Capital Outlay	-	33,129	-	-	60,000	-	0.00%	0.00%
Total Capital Expenses	-	33,129	-	-	60,000	-	0.00%	0.00%
Total Expenses	28,406	65,080	59,975	60,000	200,000	40,000	233.33%	-80.00%
Beginning Fund Balance	227,316	233,688	256,718	216,507	333,243	193,743	53.92%	-41.86%
Change in Fund Balance	6,372	23,030	76,525	(5,000)	(139,500)	30,500	2690.00%	-121.86%
Ending Fund Balance	\$ 233,688	\$ 256,718	\$ 333,243	\$ 211,507	\$ 193,743	\$ 224,243	-8.40%	15.74%

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
109.361.110.00.00	INVESTMENT INTEREST	2,298	4,750	1,500	-	500	500
109.369.300.00.00	CONFISCATED AND FORFEITED PROPERTY	22,145	37,946	55,000	25,000	25,000	30,000
109.369.301.00.00	CONFISCATED/FORFEITED PROP-FEDERAL	10,336	45,414	80,000	30,000	35,000	40,000
Totals		34,779	88,111	136,500	55,000	60,500	70,500

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
109.00.521.250.31.00	OFFICE & OPERATING SUPPLIES	499	1,356	905	5,000	20,000	20,000
109.00.521.250.35.00	SMALL TOOLS & MINOR EQUIPMENT	-	-	-	1,000	-	-
109.00.521.250.41.00	PROFESSIONAL SERVICES	429	-	-	-	100,000	-
109.00.521.250.43.00	TRAVEL	6,327	1,438	-	4,000	-	-
109.00.521.251.31.00	OFFICE & OPERATING SUPPLIES-Federal	9,221	8,283	-	20,000	20,000	20,000
109.00.521.251.35.00	SMALL TOOLS & MINOR EQUIPMENT-Federal	3,559	5,766	-	10,000	-	-
109.00.521.251.41.00	PROFESSIONAL SERVICES-Federal	241	2,354	54,070	8,000	-	-
109.00.521.251.43.00	TRAVEL-Federal	3,990	5,760	-	7,000	-	-
109.00.521.251.48.00	REPAIRS & MAINTENANCE-Federal	-	5,400	-	-	-	-
109.00.521.251.49.00	MISCELLANEOUS-Federal	4,140	1,595	5,000	5,000	-	-
109.00.594.216.64.00	MACHINERY & EQUIPMENT-Federal	-	-	-	-	60,000	-
109.00.594.250.64.00	MACHINERY & EQUIPMENT	-	33,129	-	-	-	-
Totals		28,406	65,080	59,975	60,000	200,000	40,000

DEPARTMENT: N/A
FUND: Contingency Fund
RESPONSIBLE MANAGER: Vicky Carlsen

DIVISION: N/A
FUND NUMBER: 105
POSITION: Finance Director

Description

Sufficient fund balances and reserve levels are important for the long-term financial stability of the City. This fund provides for a reserve fund balance equal to or greater than 10% of the previous General Fund on-going revenue, exclusive of significant non-operating, non-recurring revenues such as real estate sales or transfers in from other funds. Amounts held in this fund can be used for more restrictive, emergency type purposes. All expenditures from this fund require Council approval. This fund is reported as a sub-fund of the general fund in the City's Comprehensive Annual Financial Report.

Expenditure & Revenue Summary

<i>Contingency Fund</i>								
	Actual			Budget			%Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Investment Earnings	\$ 115,208	\$ 141,976	\$ 70,000	\$ 20,000	\$ 30,000	\$ 30,000	50.0%	0.0%
Transfers In	164,877	402,841	-	-	-	-	0.0%	0.00%
Total Revenue	280,085	544,817	70,000	20,000	30,000	30,000	50.0%	0.0%
Operating Expenses								
Transfers Out	-	-	700,000	-	-	-	0.00%	0.00%
Total Expenses	-	-	700,000	-	-	-	-	-
Beginning Fund Balance	6,277,077	6,557,162	7,101,979	5,874,563	6,471,979	6,501,979	10.2%	0.5%
Change in Fund Balance	280,085	544,817	(630,000)	20,000	30,000	30,000	50.0%	0.0%
Ending Fund Balance	\$ 6,557,162	\$ 7,101,979	\$ 6,471,979	\$ 5,894,563	\$ 6,501,979	\$ 6,531,979		
Contingency reserve policy until								
		\$ 6,402,393			\$ 6,402,393	\$ 6,402,393		
revenues return to post COVID-19 levels		✓			✓	✓		
Contingency reserve policy at 10%								
					\$ 5,731,980	\$ 6,048,090		

Due to the COVID-19 pandemic, it is estimated that revenues will be negatively impacted into fiscal year 2021. It is recommended that the City maintain a 10% contingency fund balance based on 2019 requirement until revenues return to normal. This will ensure that there is no negative impact to the general fund to maintain the required level of contingency funds.



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DEPARTMENT: N/A**FUND:** Various Debt Service**RESPONSIBLE MANAGER:** Vicky Carlsen**FUND NUMBER:** 2XX**POSITION:** Finance Director

Description

The funds in this section record the payment of principal and interest for the City's outstanding limited tax general obligation bonds, unlimited tax general obligation bonds, and bonds associated with the City's Local Improvement District #33. Unless specified below, all GO bond issues are being repaid by taxes collected in the general fund.

DEBT SERVICE SUMMARY

Existing LTGO Debt

SCORE Limited Tax, GO Bonds, Refunded 2019 (Moody's rating "Aa2" and S&P rating "AA+"): Pay for portion of the construction costs of SCORE jail, a correctional facility, in partnership with five other cities. Original issue amount \$51,055,000 with \$4,921,702 allocated to the City of Tukwila. SCORE plans to pay the debt service on behalf of the owner cities, which includes Tukwila. The debt has a 20-year repayment schedule with interest rates ranging from 1.24% to 3.08% and is callable on December 1, 2029.

Limited Tax GO Bonds, 2011 (Moody's rating "Aa3"): Proceeds used for arterial street capital projects. Original issue amount of \$4,620,000. The debt has a 10-year repayment schedule with interest rates ranging from 3.95% to 4.65% and is callable on December 1, 2021.

Limited Tax GO Bonds, 2013 (private placement): Proceeds loaned to Tukwila Metropolitan Park District (TMPD) to pay for improvements to Tukwila Pool. Debt is being paid back by the TMPD. Original issue amount of \$1,000,000 and has a 20-year repayment schedule with interest rates ranging from 1.75% to 4.00%.

Limited Tax GO Bonds, 2014 (private placement): Property purchased in the City's Tukwila Redevelopment (Urban Renewal) area. Original issue amount of \$3,850,000 and has a 20-year repayment schedule with interest rates ranging from 0.85% to 4.86%.

Limited Tax GO Bonds, 2015 (S&P rating "AA"): Funding for Interurban Avenue South and Boeing Access Road Bridge projects. Interurban Avenue South consisted of designing and constructing sidewalks, pavement restoration, as well as drainage and lighting work. Boeing Access Road Bridge project rehabilitated the existing bridge with a 340' long concrete or steel bridge structure. Original issue amount of \$5,825,000. The debt has a 20-year repayment schedule with interest rates ranging from 2.25% to 3.00% and is callable on June 1, 2025.

Limited Tax GO Bonds, 2017 (S&P rating "AA"): Funding for 42nd Street and 53rd Street Sidewalk projects. Original issue amount of \$8,180,000. The debt has a 20-year repayment schedule with interest rates ranging from 3.00% to 3.50% and is callable on June 1, 2027.

Limited Tax GO Refunding Bonds, 2017 (private placement) : Funds used to purchase property in the City's Urban Renewal area. Original issue amount of \$2,276,000 with a balloon payment due December

1, 2022. Interest rate ranges from 2.60% to 3.00%. Anticipated land sale revenue will be utilized to repay this debt.

Limited Tax GO Bonds, 2018 (S&P rating “AA”): Funding to purchase land for the Public Works Shops facility. This debt is part of the Public Safety Plan. Original issue amount of \$18,365,000. The debt has a 20-year repayment schedule with interest rates ranging from 1.95% to 3.50% and is callable on June 1, 2027. Anticipated land sale revenue will be utilized to repay a portion of this debt.

Limited Tax GO Bonds, 2019 (S&P rating “AA”): Funding for Public Safety Plan projects including the construction of a Justice Center, two fire stations, and PW Shops. Original issue amount of \$22,830,000. The debt has a 20-year repayment schedule with interest rates ranging from 3.00% to 5.00% and is callable on June 1, 2029. Anticipated land sale revenue will be utilized to repay a portion of this debt.

Limited Tax GO Refunding Bonds, 2020 (private placement) : Funding for Southcenter Parkway and Howard Hansen Dam projects. Original issue amount of \$1,995,000. Interest rate for the life of the issue is 1.29%.

Existing UTGO Debt

Unlimited Tax GO Bonds, 2016 (S&P rating “AA”): Funding for Public Safety Plan projects including the purchase of land and construction of a Justice Center and two fire stations. Original issue amount of \$32,990,000. The debt has a 20-year repayment schedule with interest rates ranging from 4.50% to 5.00% and has an optional redemption date of December 1, 2026.

Unlimited Tax GO Bonds, 2019 (S&P rating “AA”): Funding for Public Safety Plan projects including the construction of a Justice Center and two fire stations. Original issue amount of \$37,770,000. The debt has a 20-year repayment schedule with interest rates ranging from 3.00% to 5.00% and is callable on June 1, 2029. This issue is being repaid by an excess property tax levy.

Existing Local Improvement District Debt

Local Improvement District #33, 2013 (S&P rating “BBB”): Funding to improve access to the Southcenter area. Original issue amount of \$6,687,500. The debt has a 20-year repayment schedule with interest rates ranging from 3.15% to 5.375%. Debt is being repaid from assessments on property within the LID #33 boundaries.

Planned Debt

Public Works Shop facility: Issue \$2.85 million LTGO to finance general fund portion of Phase I of the PW Shops master plan.

LTGO Debt - Revenue and Expenditure Summary

Limited General Obligation Debt Service Funds - Combined								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Revenue								
Build America Bonds Tax Credit	\$ 52,466	\$ 46,794	\$ -	\$ 43,113	\$ -	\$ -	0.00%	0.00%
Investment Interest	5,322	7,053	2,015	-	2,000	2,000	0.00%	0.00%
Debt Proceeds - Refinance LOC	-	-	1,995,000	-	-	-	0.00%	0.00%
Total Miscellaneous Revenue	115,575	53,847	1,997,015	43,113	2,000	2,000	-95.36%	0.00%
Transfers In - General Fund	3,554,479	4,064,086	3,507,732	4,063,848	2,770,838	5,418,504	-31.82%	95.55%
Transfers In - Public Safety Plan	-	-	-	-	1,068,817	2,171,467		
Transfers In - Utility Funds	-	-	516,117	533,350	540,683	1,053,033	1.37%	94.76%
Total Revenue	3,670,054	4,117,933	6,020,864	4,640,311	4,382,338	8,645,004	-5.56%	97.27%
Expenditures								
Principal	2,223,196	2,458,521	3,535,000	1,844,647	2,321,936	6,281,416	25.87%	170.52%
Interest	1,116,003	1,655,372	2,418,282	2,795,246	2,418,402	2,361,588	-13.48%	-2.35%
Total Debt Service Funds	3,339,199	4,113,893	5,953,282	4,639,893	4,740,338	8,643,004	2.16%	82.33%
Total Expenditures	3,339,199	4,113,893	5,953,282	4,639,893	4,740,338	8,643,004	2.16%	82.33%
Beginning Fund Balance	50,712	323,780	327,820	5,000	395,402	37,402	7808.03%	-90.54%
Change in Fund Balance	330,855	4,040	67,582	418	(358,000)	2,000	-85745.93%	100.56%
Ending Fund Balance	\$ 381,567	\$ 327,820	\$ 395,402	\$ 5,418	\$ 37,402	\$ 39,402	590.32%	5.35%

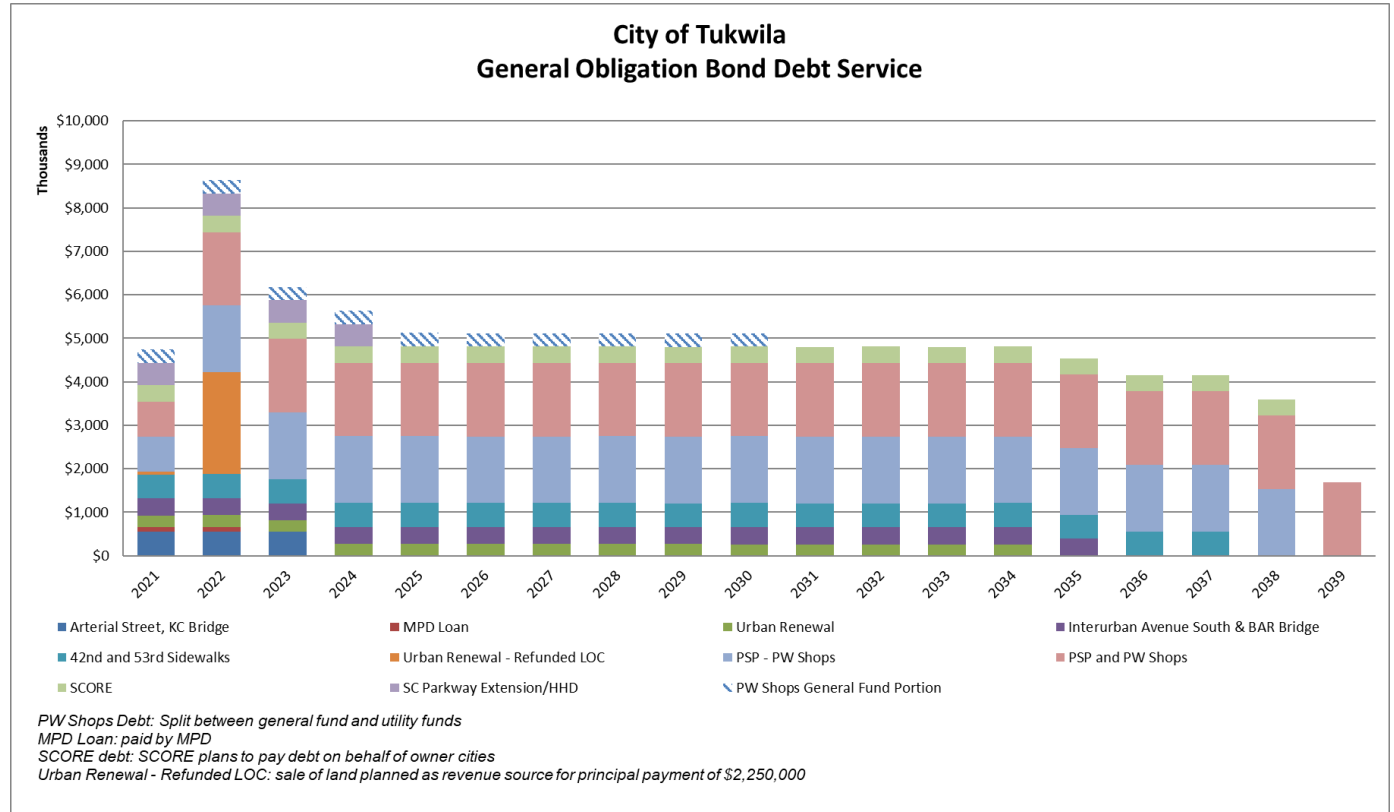
UTGO Debt - Revenue and Expenditure Summary

Unlimited General Obligation Debt Service Funds - Combined								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Revenue								
Property Taxes	\$ 2,797,731	\$ 2,835,199	\$ 3,500,000	\$ 3,713,175	\$ 3,605,000	\$ 4,375,000	-2.91%	21.36%
Investment Interest	8,144	188	50	-	-	-	0.00%	0.00%
Total Revenue	2,805,876	2,835,386	3,500,050	3,713,175	3,605,000	4,375,000	-2.91%	21.36%
Total Revenue	2,805,876	2,835,386	3,500,050	3,713,175	3,605,000	4,375,000	-2.91%	21.36%
Expenditures								
Principal/Early Retirement of Debt	1,240,000	1,370,000	700,000	1,310,000	960,000	1,780,000	-26.72%	85.42%
Interest	1,533,675	1,471,675	2,812,537	2,403,175	2,642,975	2,594,975	9.98%	-1.82%
Total Debt Service Funds	2,773,675	2,841,675	3,512,537	3,713,175	3,602,975	4,374,975	-2.97%	21.43%
Total Expenditures	2,773,675	2,841,675	3,512,537	3,713,175	3,602,975	4,374,975	-2.97%	21.43%
Beginning Fund Balance	62,914	95,115	88,826	-	76,339	78,364	0.00%	2.65%
Change in Fund Balance	32,201	(6,289)	(12,487)	-	2,025	25	0.00%	98.77%
Ending Fund Balance	\$ 95,115	\$ 88,826	\$ 76,339	\$ -	\$ 78,364	\$ 78,389	0.00%	0.03%

Local Improvement District & Guaranty Fund - Revenue and Expenditure Summary

Local Improvement District #33 Debt Service Funds - Combined								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Revenue								
Miscellaneous	\$ 49	\$ 3,193	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
LID Assessments	415,660	515,266	445,000	445,000	445,000	445,000	0.00%	0.00%
LID Assessment Interest	252,404	201,436	188,393	223,913	159,000	139,000	-28.99%	-12.58%
Total LID Assessments Receipts	668,114	719,894	633,393	668,913	604,000	584,000	-9.70%	-3.31%
LID Bond Proceeds	-	-	-	-	-	-	0.00%	0.00%
Total Revenue	668,114	719,894	633,393	668,913	604,000	584,000	-9.70%	-3.31%
Expenditures								
Principal	485,000	410,000	500,000	445,000	445,000	445,000	0.00%	0.00%
Interest	239,588	217,763	179,313	223,613	203,588	183,563	-8.96%	-9.84%
Total Debt Service Funds	724,588	627,763	679,313	668,613	648,588	628,563	-3.00%	-3.09%
Transfers Among Debt Service Funds	-	-	-	-	-	-	0.00%	0.00%
Total Expenditures	724,588	627,763	679,313	668,613	648,588	628,563	-3.00%	-3.09%
Beginning Fund Balance	1,421,771	1,365,298	1,457,430	1,489,356	1,411,510	1,366,922	-5.23%	-3.16%
Change in Fund Balance	(56,473)	92,132	(45,920)	300	(44,588)	(44,563)	-14962.67%	-0.06%
Ending Fund Balance	\$ 1,365,298	\$ 1,457,430	\$ 1,411,510	\$ 1,489,656	\$ 1,366,922	\$ 1,322,359	-8.24%	-3.26%

This chart represents the general obligation debt service of the City. It includes debt being repaid with general fund revenue as well as debt that is being repaid from other sources. The City receives funds from the Tukwila Metropolitan Park District to repay the MPD capital loan, funds to repay the urban renewal LOC (line of credit) are proceeds from land sales. Since 2015, SCORE bonds have been paid directly by SCORE jail.



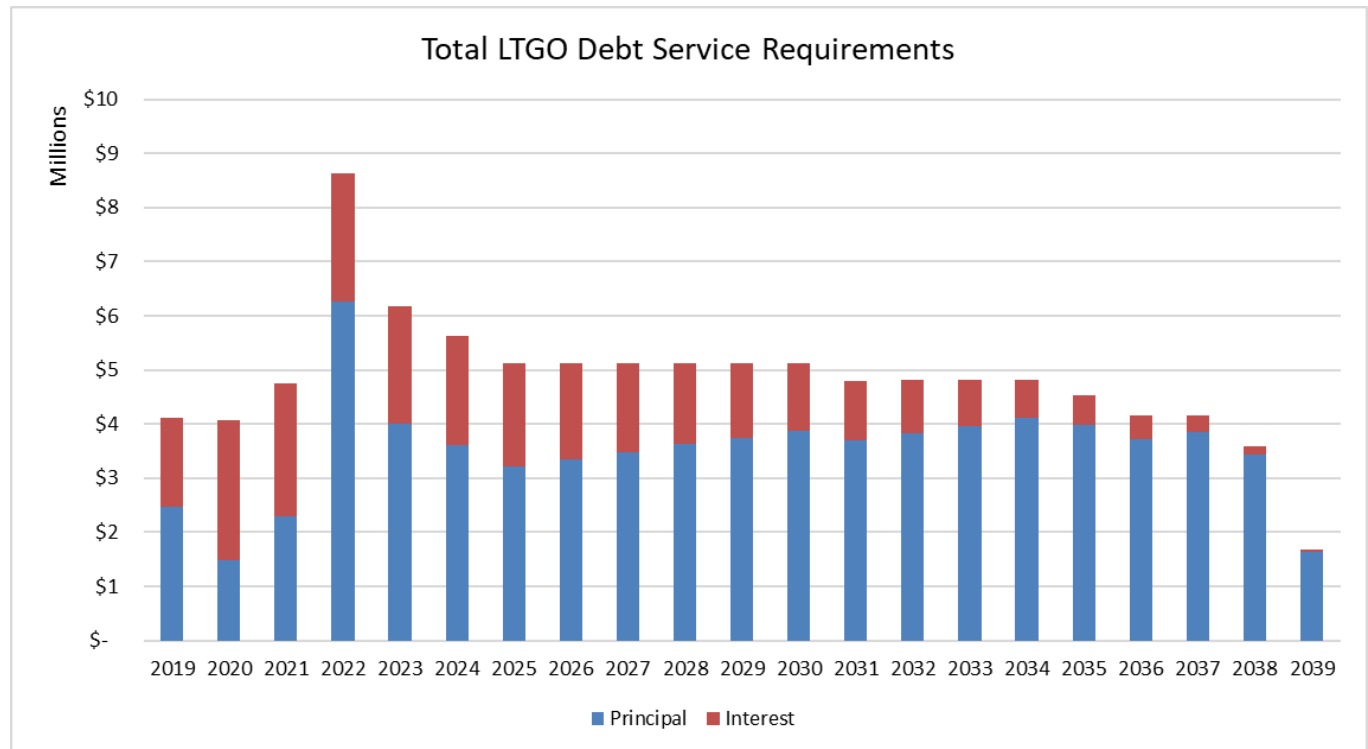
The chart below reflects the existing general obligation debt service of the City as well as planned debt. Debt service includes both principal and interest requirements.

Schedule of Budgeted General Obligation Long-Term Debt														
	Fund 217 LTGO Refunding, 2011	Fund 218 LTGO, 2013	Fund 200 LTGO, 2014	Fund 200 LTGO, 2015	Fund 200 LTGO, 2017	Fund 200 LTGO, 2017 Refunded LOC	Fund 208 LTGO, 2018	Fund 208 LTGO, 2019	Fund 212 LTGO Refunding, 2019	Fund 200 LTGO Refunding, 2020	New Debt - PSP PW Shops		Comparison to 2019-2020 Budget Document	
	\$4,620,000 Original Issue	\$1,000,000 Original issue	\$3,850,000 Original Issue	\$5,825,000 Original Issue	\$8,180,000 Original Issue	\$2,276,000 Original Issue	\$18,365,000 Original Issue	\$22,830,000 Original Issue	\$4,921,702 Original Issue	\$1,995,000 Original Issue	\$2,850,000 Planned Issue			
	Arterial Street, KC Bridge	MPD Loan	Urban Renewal	Interurban Avenue South & BAR Bridge	42nd and 53rd Sidewalks	Urban Renewal - Refunded LOC	PSP - PW Shops	PSP and PW Shops	SCORE	SC Parkway Extension/HHD	PW Shops General Fund Portion	Total Existing and Planned General Obligation Debt	2019-2020 Budget Document	Increase / (Decrease)
2021	\$ 546,300	\$ 113,130	\$ 264,774	\$ 387,775	\$ 553,500	\$ 63,728	\$ 804,200	\$ 805,300	\$ 376,895	\$ 515,736	\$ 309,000	\$ 4,740,337	\$ 4,582,465	\$ 157,872
2022	551,500	113,115	265,289	390,275	553,600	2,344,280	1,534,200	1,690,300	377,030	514,415	309,000	8,643,004	8,694,344	(51,340)
2023	545,900	-	264,859	392,475	558,400	-	1,532,700	1,691,050	376,876	513,029	309,000	6,184,289	6,226,109	(41,821)
2024	-	-	264,571	389,375	557,750	-	1,534,450	1,689,550	376,914	516,579	309,000	5,638,189	5,671,459	(33,270)
2025	-	-	265,483	391,125	556,800	-	1,534,200	1,690,800	377,126	-	309,000	5,124,534	5,145,342	(20,808)
2026	-	-	264,455	387,575	555,550	-	1,531,950	1,689,550	376,861	-	309,000	5,114,941	5,137,452	(22,511)
2027	-	-	264,273	391,050	554,000	-	1,532,700	1,690,800	377,054	-	309,000	5,118,878	5,140,135	(21,257)
2028	-	-	263,909	392,050	557,150	-	1,531,200	1,689,300	376,693	-	309,000	5,119,301	5,142,598	(23,297)
2029	-	-	263,360	387,750	554,850	-	1,532,450	1,688,750	376,741	-	309,000	5,112,901	5,136,847	(23,946)
2030	-	-	262,628	388,300	557,250	-	1,536,200	1,687,150	377,151	-	309,000	5,117,679	5,142,733	(25,054)
2031	-	-	262,713	388,550	554,200	-	1,533,000	1,689,500	376,910	-	-	4,804,872	5,137,264	(332,392)
2032	-	-	261,583	388,500	555,850	-	1,533,200	1,690,650	376,982	-	-	4,806,765	5,137,862	(331,097)
2033	-	-	261,269	388,150	557,050	-	1,531,600	1,690,600	376,866	-	-	4,805,535	5,136,989	(331,454)
2034	-	-	260,742	392,500	557,800	-	1,533,200	1,689,350	376,770	-	-	4,810,362	5,143,581	(333,219)
2035	-	-	-	391,400	551,875	-	1,532,800	1,686,900	376,673	-	-	4,539,648	4,875,638	(335,990)
2036	-	-	-	-	555,625	-	1,535,400	1,688,250	377,040	-	-	4,156,315	4,490,053	(333,738)
2037	-	-	-	-	553,725	-	1,535,800	1,688,250	376,866	-	-	4,154,641	4,488,164	(333,523)
2038	-	-	-	-	-	-	1,534,000	1,686,900	376,813	-	-	3,597,713	3,932,362	(334,649)
2039	-	-	-	-	-	-	-	1,689,200	-	-	-	1,689,200	422,085	1,267,115
Totals	\$ 1,643,700	\$ 226,245	\$ 3,689,907	\$ 5,846,850	\$ 9,444,975	\$ 2,408,008	\$ 26,873,250	\$ 31,212,150	\$ 6,784,261	\$ 2,059,758	\$ 3,090,000	\$ 93,279,104		

SCHEDULE OF PRIOR, EXISTING, AND FUTURE ANTICIPATED LTGO DEBT SERVICE

Section 1															Section 2		Section 3			
Existing General Obligation Debt																Future Anticipated General Obligation Debt				
Column 7	Column 9	Column 10	Column 11	Column 12	Column 13	Column 14	Column 15	Column 16	Column 17	Column 18	Column 19	Column 20	Column 21	Column 22	Column 23	Column 24				
Fund 211 LTGO Refunding, 2008	Fund 214 LTGO Refunding, 2010	Fund 216 LTGO Refunding, 2010	Fund 217 LTGO Refunding, 2011	Fund 218 LTGO, 2013	Fund 200 LTGO, 2014	Fund 200 LTGO, 2014 LOC	Fund 200 LTGO, 2015	Fund 200 LTGO, 2017	Fund 200 LTGO, 2017 LOC	Fund 208 LTGO, 2018	Fund 219 LTGO, 2019	Fund 212 LTGO Refunding, 2019	Fund 214 LTGO Refunding, 2020	Total Existing GO Debt	New Debt - PSP PW Shops	Total Existing and Future General Obligation Debt				
2008R	2010	2010R	2011R	2013	2014	2014A	2015	2017		2018	2019	2019	2020							
\$6,180,000 Original Issue	\$5,870,000 Original Issue	\$1,065,000 Original Issue	\$4,620,000 Original Issue	\$1,000,000 Original Issue	\$3,850,000 Original Issue	\$2,250,000 Line of Credit	\$5,825,000 Original Issue	\$8,180,000 Original Issue	\$2,276,000 Original Issue	\$18,365,000 Original Issue	\$22,830,000 Original Issue	\$4,921,702 Original Issue	\$1,995,000 Original Issue		\$2,850,000 Planned Issue					
City/Hall Annex, Tukwila Village	SC Parkway Extension/HHD	Valley Com	Arterial Street, KC Bridge	MPD Loan	Urban Renewal	Urban Renewal	Interurban Avenue South & BAR Bridge	42nd and 53rd Sidewalks	Urban Renewal - Refunded LOC	PSP - PW Shops	PSP and PW Shops	SCORE	SC Parkway Extension/HHD	Subtotal = Columns 1-21	PW Shops General Fund Portion	Total = Columns 22 and 23				
2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
810,900	567,307	-	548,700	113,130	260,455	-	392,325	557,700	59,176	804,200	-	-	-	4,113,883	-	4,113,883	2019			
-	61,591	-	545,300	113,130	264,990	-	390,125	558,250	59,176	804,200	890,304	376,749	11,224	4,075,038	-	4,075,038	2020			
-	-	-	546,300	113,130	264,774	-	387,775	553,500	63,728	804,200	805,300	376,895	515,736	4,431,337	309,000	4,740,337	2021			
-	-	-	551,500	113,115	265,289	-	390,275	553,600	2,344,280	1,534,200	1,690,300	377,030	514,415	8,334,004	309,000	8,643,004	2022			
-	-	-	545,900	-	264,859	-	392,475	558,400	-	1,532,700	1,691,050	376,876	513,029	5,875,289	309,000	6,184,289	2023			
-	-	-	-	-	264,571	-	389,375	557,750	-	1,534,450	1,689,550	376,914	516,579	5,329,189	309,000	5,638,189	2024			
-	-	-	-	-	265,483	-	391,125	556,800	-	1,534,200	1,690,800	377,126	-	4,815,534	309,000	5,124,534	2025			
-	-	-	-	-	264,455	-	387,575	555,550	-	1,531,950	1,689,550	376,861	-	4,805,941	309,000	5,114,941	2026			
-	-	-	-	-	264,273	-	391,050	554,000	-	1,532,700	1,690,800	377,054	-	4,809,878	309,000	5,118,878	2027			
-	-	-	-	-	263,909	-	392,050	557,150	-	1,531,200	1,689,300	376,693	-	4,810,301	309,000	5,119,301	2028			
-	-	-	-	-	263,360	-	387,750	554,850	-	1,532,450	1,688,750	376,741	-	4,803,901	309,000	5,112,901	2029			
-	-	-	-	-	262,628	-	388,300	557,250	-	1,536,200	1,687,150	377,151	-	4,808,679	309,000	5,117,679	2030			
-	-	-	-	-	262,713	-	388,550	554,200	-	1,533,000	1,689,500	376,910	-	4,804,872	-	4,804,872	2031			
-	-	-	-	-	261,583	-	388,500	555,850	-	1,533,200	1,690,650	376,982	-	4,806,765	-	4,806,765	2032			
-	-	-	-	-	261,269	-	388,150	557,050	-	1,531,600	1,690,600	376,866	-	4,805,535	-	4,805,535	2033			
-	-	-	-	-	260,742	-	392,500	557,800	-	1,533,200	1,689,350	376,770	-	4,810,362	-	4,810,362	2034			
-	-	-	-	-	-	-	391,400	551,875	-	1,532,800	1,686,900	376,673	-	4,539,648	-	4,539,648	2035			
-	-	-	-	-	-	-	-	555,625	-	1,535,400	1,688,250	377,040	-	4,156,315	-	4,156,315	2036			
-	-	-	-	-	-	-	-	553,725	-	1,535,800	1,688,250	376,866	-	4,154,641	-	4,154,641	2037			
-	-	-	-	-	-	-	-	-	-	1,534,000	1,686,900	376,813	-	3,597,713	-	3,597,713	2038			
-	-	-	-	-	-	-	-	-	-	-	1,689,200	-	-	1,689,200	-	1,689,200	2039			
Totals	\$ 810,900	\$ 628,898	\$ -	\$ 2,737,700	\$ 452,505	\$ 4,215,351	\$ -	\$ 6,629,300	\$ 2,526,360	\$ 28,481,650	\$ 32,102,454	\$ 7,161,009	\$ 2,070,982	\$ 98,378,034	\$ 3,090,000	\$ 101,468,034				
Totals reflect outstanding debt service requirements only from the prior biennium through maturity. Not included is debt obligations from prior years.																				

Totals reflect outstanding debt service requirements only from the prior biennium through maturity. Not included is debt obligations from prior years.



Total LTGO Debt Service Requirements						
Year		Principal		Interest		Total
2019	\$	2,458,521	\$	1,655,372	\$	4,113,893
2020		1,482,391		2,592,646		4,075,038
2021		2,302,936		2,437,401		4,740,337
2022		6,262,416		2,380,588		8,643,004
2023		4,010,836		2,173,453		6,184,289
2024		3,606,548		2,031,641		5,638,189
2025		3,224,742		1,899,792		5,124,534
2026		3,344,864		1,770,077		5,114,941
2027		3,481,950		1,636,928		5,118,878
2028		3,624,036		1,495,265		5,119,301
2029		3,742,086		1,370,815		5,112,901
2030		3,876,100		1,241,579		5,117,679
2031		3,706,114		1,098,758		4,804,872
2032		3,836,092		970,673		4,806,765
2033		3,964,660		840,875		4,805,535
2034		4,103,710		706,652		4,810,362
2035		3,973,242		566,406		4,539,648
2036		3,726,738		429,577		4,156,315
2037		3,855,234		299,407		4,154,641
2038		3,430,838		166,875		3,597,713
2039		1,640,000		49,200		1,689,200
Total	\$	73,654,055	\$	27,813,979	\$	101,468,034



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DEPARTMENT: Public Works (103)
FUND: Residential Street
RESPONSIBLE MANAGER: Hari Ponnekanti

DIVISION: Residential Streets
FUND NUMBER: 103
POSITION: Interim Public Works
Director

Description

The program provides for maintenance, lane widening, curbs and gutters, sidewalks, illumination and undergrounding of utilities of the residential street system.

2019-2020 Accomplishments

- ◆ Completed construction of 42nd Ave S Phase III. **Strategic Goals 1, 3, & 5**
- ◆ Completed construction of 53rd Ave S street improvements with four new speed cushions. **Strategic Goals 1, 3, & 5**
- ◆ Applied for various grants for residential street improvements. **Strategic Goals 1, 3, & 5**
- ◆ Completed numerous improvements for the Traffic Calming/Residential Safety Program that included four new RRFB crosswalks, two newly marked crosswalks with signs, 12 new speed radar signs, one new school zone beacon with school crossing, 13 new LED stop signs, one 3-way stop to all-way stop conversion, adding/upgrading 25 streetlights, and 54 parking restriction/prohibition signs. **Strategic Goals 1, 3, & 5**

2021-2022 Outcome Goals

- ◆ Improve pedestrian safety in neighborhoods.

2021-2022 Indicators of Success

- ◆ Continue improvements for the Traffic Calming/Residential Safety Program.
- ◆ Begin design and complete construction of South 152nd St Safe Routes to School Project.
- ◆ Begin design of the Macadam Road S Complete Street and 46th Ave South Safe Route to School Projects.

Revenue and Expenditure Summary

<i>Residential Streets Fund</i>								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
MVFT	\$ 315,328	\$ 298,535	\$ 170,000	\$ 290,000	\$ 200,000	\$ 250,000	-31.03%	25.00%
Investment Earnings	42,906	1,860	-	-	20,000	20,000	0.00%	0.00%
Solid Waste Utility Tax	-	77,604	550,000	-	-	-	0.00%	0.00%
Sale of Capital Assets	3,797	-	-	-	-	-	0.00%	0.00%
Total Operating Revenue	362,031	377,999	720,000	290,000	220,000	270,000	-24.14%	22.73%
Capital Project Revenue								
Intergovernmental Revenue								
Federal Grants	1,525	-	-	3,454,000	-	2,736,000	0.00%	0.00%
State Grants	883,630	1,099,038	-	1,847,000	-	450,000	0.00%	0.00%
Road/Street Construction Svcs	1,486,523	160,630	-	-	369,000	-	0.00%	0.00%
Plan/Development Contributions	138,857	70,538	-	-	-	-	0.00%	0.00%
Total Capital Project Revenue	2,510,535	1,330,206	-	5,301,000	369,000	3,186,000	-93.04%	763.41%
Transfers In	-	1,850,000	400,000	100,000	-	-	0.00%	0.00%
Total Revenue	2,872,566	3,558,205	1,120,000	5,691,000	589,000	3,456,000	-89.65%	486.76%
Capital Projects								
Overhead (Salaries & Benefits)	83	169	-	-	-	-	0.00%	0.00%
46th Ave S Safe Routes to School	-	-	-	1,832,000	-	510,000	0.00%	0.00%
42nd Ave S Wetland Montiroing	-	1,432	3,011	-	-	-	0.00%	0.00%
42nd Ave S Phase III	5,839,687	797,263	593,763	-	-	-	0.00%	0.00%
Macadam Rd S Complete Street	-	-	-	1,847,000	-	500,000	0.00%	0.00%
Cascade View SRTS Phase II	3,179	-	-	-	-	-	0.00%	0.00%
53rd Ave S	3,090,492	2,517,125	500,000	-	-	-	0.00%	0.00%
Traffic Signals	-	23,720	-	-	-	-	0.00%	0.00%
S 152nd St Safe Routes to School	-	-	-	1,622,000	369,000	2,600,000	-77.25%	604.61%
Traffic Calming/Residential Safety	-	192,454	50,000	400,000	-	-	0.00%	0.00%
Total Capital Projects	8,933,441	3,532,163	1,146,774	5,701,000	369,000	3,610,000	-93.53%	878.32%
Beginning Fund Balance	6,176,418	115,543	141,584	51,544	114,810	334,810	122.74%	191.62%
Change in Fund Balance	(6,060,875)	26,042	(26,774)	(10,000)	220,000	(154,000)	-2300.00%	-170.00%
Fund Balance	\$ 115,543	\$ 141,584	\$ 114,810	\$ 41,544	\$ 334,810	\$ 180,810	705.92%	-46.00%

General Ledger Code Details

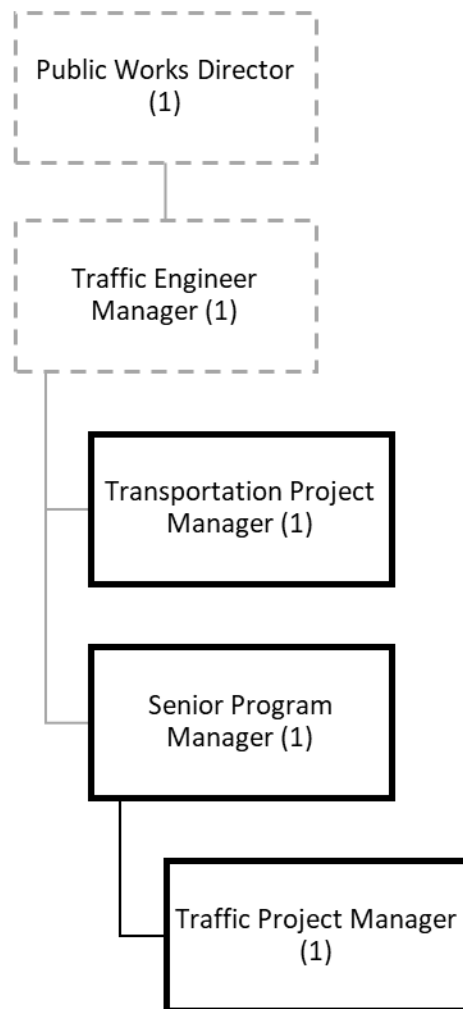
Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
103.316.450.00.00	SOLID WASTE/RECYCLING UTILITY TAX	-	77,604	550,000	-	-	-
103.333.202.05.01	DEPT OF TRANS-CASCADE VIEW SAFE RTS-PH 2	1,525	-	-	3,454,000	-	2,736,000
103.334.030.63.00	STATE AGENCIES	-	-	-	1,847,000	-	450,000
103.334.031.81.00	STATE GRANT - 53RD AVE S (S 137 - S 144)	883,630	1,099,038	-	-	-	-
103.336.000.71.00	MULTIMODAL TRANSPORTATION-CITY	25,451	27,411	20,000	-	-	-
103.336.000.87.00	MVFT CITIES	289,877	271,124	150,000	290,000	200,000	250,000
103.344.100.00.00	ROAD/STREET MAINT, REPAIR, & CONST SVCS	1,486,523	160,630	-	-	369,000	-
103.361.110.00.00	INVESTMENT INTEREST	42,906	1,860	-	-	20,000	20,000
103.367.120.00.00	PLAN/DEVELOPMENT CONTRIBUTIONS	138,857	70,538	-	-	-	-
103.369.100.00.00	SALE OF SCRAP AND JUNK	3,797	-	-	-	-	-
103.397.000.00.00	TRANSFERS-IN	-	1,400,000	-	-	-	-
103.397.190.00.00	TRANSFERS-IN	-	450,000	400,000	100,000	-	-
Totals		2,872,566	3,558,205	1,120,000	5,691,000	589,000	3,456,000

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
103.98.542.100.11.00	SALARIES	-	-	1,000	-	-	-
103.98.542.100.21.00	FICA	-	-	50	-	-	-
103.98.542.100.23.00	PERS	-	-	75	-	-	-
103.98.542.100.24.00	INDUSTRIAL INSURANCE	-	-	13	-	-	-
103.98.542.100.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	13	-	-	-
103.98.542.100.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	350	-	-	-
103.98.542.100.41.00	PROFESSIONAL SERVICES	-	38,993	15,000	250,000	-	-
103.98.542.300.48.00	REPAIRS & MAINTENANCE	-	-	36,000	130,000	-	-
103.98.542.640.31.00	OFFICE & OPERATING SUPPLIES	-	29,183	1,161	-	-	-
103.98.542.640.35.00	SMALL TOOLS & MINOR EQUIPMENT	-	144,198	26,750	-	-	-
103.98.544.200.11.00	SALARIES	561	-	-	-	-	-
103.98.544.200.21.00	FICA	43	-	-	-	-	-
103.98.544.200.23.00	PERS	71	-	-	-	-	-
103.98.544.200.24.00	INDUSTRIAL INSURANCE	94	170	-	-	-	-
103.98.544.200.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	8	-	-	-	-	-
103.98.544.200.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	154	-	-	-	-	-
103.98.544.200.41.00	PROFESSIONAL SERVICES	4,317,407	595,811	3,011	20,000	-	-
103.98.595.100.11.00	SALARIES	164,473	2,301	80,000	-	-	-
103.98.595.100.13.00	OVERTIME	1,148	719	124	-	-	-
103.98.595.100.21.00	FICA	12,563	240	6,000	-	-	-
103.98.595.100.23.00	PERS	21,075	500	10,000	-	-	-
103.98.595.100.24.00	INDUSTRIAL INSURANCE	2,019	(426)	950	-	-	-
103.98.595.100.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	1,600	1	750	-	-	-
103.98.595.100.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	26,699	2,292	40,000	-	-	-
103.98.595.100.44.00	ADVERTISING	1,049	-	-	-	-	-
103.98.595.100.65.00	ENGINEERING	1,414,434	168,952	55,000	1,069,000	369,000	1,070,000
103.98.595.200.65.00	RIGHT OF WAY	23,448	-	-	332,000	-	340,000
103.98.595.300.65.00	ROADWAY	2,594,350	1,807,176	768,527	3,900,000	-	2,200,000
103.98.595.610.65.00	SIDEWALKS	40,603	258,481	13,000	-	-	-
103.98.595.630.65.00	STREET LIGHTING	242,509	246,405	56,000	-	-	-
103.98.595.640.65.00	TRAFFIC CONTROL DEVICES	29,240	18,601	15,000	-	-	-
103.98.595.700.65.00	ROADSIDE DEVELOPMENT	39,894	218,568	18,000	-	-	-
Totals		8,933,441	3,532,163	1,146,774	5,701,000	369,000	3,610,000

Arterial Street Fund



DEPARTMENT: Public Works (104)
FUND: Bridges and Arterial Streets
RESPONSIBLE MANAGER: Hari Ponnekanti

DIVISION: Bridges and Arterial Streets
FUND NUMBER: 104
POSITION: Interim Public Works Director

Description

This program provides for the preliminary engineering, right-of-way, construction engineering, and construction of arterial streets and bridges. The program includes transportation comprehensive plans, streets, bridges, sidewalks, traffic control devices, widening, and lane additions. One-quarter percent real estate excise tax (REET) are used to fund projects.

2019-2020 Accomplishments

- ◆ Completed Annual Overlay and Repair and Annual Signal programs in 2019 and 2020. **Strategic Plan Goals 1, 3 & 5**
- ◆ Completed Annual Bridge Inspections and Repair Program in 2019 and 2020. **Strategic Plan Goals 1, 3 & 5**
- ◆ Completed construction of Boeing Access Road Bridge Rehabilitation Project. **Strategic Plan Goals 1, 3 & 5**
- ◆ Substantially completed the Boeing Access Rd over Airport Way Seismic Retrofit Project. **Strategic Plan Goals 1, 3 & 5**
- ◆ Completed installation of two new RRFB crosswalks on Tukwila Int'l Blvd at S 140th St. **Strategic Plan Goals 1, 3 & 5**
- ◆ Completed Tukwila International Blvd Channelization Study. **Strategic Plan Goals 1, 3 & 5**
- ◆ Began design of the West Valley Hwy Improvements. **Strategic Plan Goals 1, 3 & 5**
- ◆ Cancelled the Strander Boulevard Extension Phase 3 Project. **Strategic Plan Goals 1, 3 & 5**

2021-2022 Outcome Goals

- ◆ Improve capacity, safety, and condition of arterial streets.

2021-2022 Indicators of Success

- ◆ Complete Annual Overlay and Repair and Annual Signal programs in 2021 and 2022.
- ◆ Complete Annual Bridge Inspections and Repair Program for 2021 and 2022.
- ◆ Complete 30% design of the 42nd Ave S Bridge Replacement Project.
- ◆ Complete construction of the West Valley Highway street and pedestrian improvements.
- ◆ Complete the Transportation Element of the Comprehensive Plan.

Revenue and Expenditure Summary

Bridges & Arterial Streets								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
General Revenue								
Parking Taxes	220,086	363,132	200,026	470,000	250,000	400,000	-46.81%	60.00%
MFVT Cities	138,626	151,572	92,483	137,000	110,000	140,000	-19.71%	27.27%
Solid Waste Utility Tax	-	-	-	-	650,000	700,000	0.00%	7.69%
Real Estate Excise Taxes	590,799	668,775	500,000	500,000	500,000	500,000	0.00%	0.00%
Total General Revenue	949,511	1,183,480	792,509	1,107,000	1,510,000	1,740,000	36.40%	15.23%
Miscellaneous Revenue								
Investment Earnings	56,916	54,890	20,000	20,000	30,000	30,000	50.00%	0.00%
Total Miscellaneous Revenue	56,916	54,890	20,000	20,000	30,000	30,000	50.00%	0.00%
Total Operating Revenue	1,006,427	1,238,370	812,509	1,127,000	1,540,000	1,770,000	36.65%	14.94%
Capital Project Revenue								
Road/Street Maint, Repair, Const	210,559	-	-	-	-	-	0.00%	0.00%
Impact Fees	913,336	1,907,422	70,564	513,000	303,000	161,000	-40.94%	-46.86%
Intergovernmental								
Federal Grants	7,989,101	1,366,552	2,811,834	6,724,000	882,000	-	-86.88%	0.00%
State Grants	1,897,699	13,966	160,000	2,253,000	2,326,000	900,000	3.24%	-61.31%
Total Intergovernmental	9,886,799	1,380,517	2,971,834	8,977,000	3,208,000	900,000	-64.26%	-71.95%
Contributions/Donations	38,400	7,400	17,533	30,000	30,000	80,000	0.00%	166.67%
Total Capital Project Revenue	11,049,094	3,295,340	3,059,931	9,520,000	3,541,000	1,141,000	-62.80%	-67.78%
Transfers In	-	-	-	-	1,400,000	400,000	0.00%	-71.43%
Total Revenue	12,055,521	4,533,710	3,872,440	10,647,000	6,481,000	3,311,000	-39.13%	-48.91%
Capital Projects								
Overhead (Salaries & Benefits)	217,484	246,832	-	485,382	326,301	331,273	-32.77%	1.52%
Wetland Monitoring (various)	-	10,041	40,000	-	50,000	60,000	0.00%	20.00%
BAR over Airport Way Seismic Retro	-	365,904	1,441,000	2,614,000	882,000	-	-66.26%	0.00%
TIB Channelization Study	-	45,027	19,920	-	-	-	0.00%	0.00%
S 140th St Intersection Improve.	22,786	241,316	-	-	-	-	0.00%	0.00%
Transportation Element of Comp Plan	-	-	200,000	-	400,000	-	0.00%	0.00%
TUC Ped/Bicycle Bridge	821,272	289,971	1,505	-	-	-	0.00%	0.00%
Boeing Access Rd Bridge Rehab.	7,542,383	1,191,573	16	-	-	-	0.00%	0.00%
Baker Blvd Non-Motorized Improve.	179,093	-	-	-	-	-	0.00%	0.00%
Major Maint. on 3 Bridges	1,110,327	12,780	-	-	-	-	0.00%	0.00%
Strander Blvd Extension	1,029,245	774,745	625,000	877,566	-	-	0.00%	0.00%
ADA Improvements	5,666	364	-	-	35,000	35,000	0.00%	0.00%
S 144th St Phase II	249,298	20,250	161	-	-	-	0.00%	0.00%
S 196th/200th St Bridge	32,111	478,225	1,304	-	-	-	0.00%	0.00%
West Valley Hwy	1,355	121,219	509,000	3,195,000	3,195,000	-	0.00%	0.00%
42nd Ave S Bridge Replacement	-	19,305	200,000	1,600,000	878,000	-	-45.13%	0.00%
Green River Trail Improvements	-	-	-	-	74,000	1,200,000	0.00%	1521.62%
S 119th St Pedestrian Bridge	25,661	1,954	-	-	-	-	0.00%	0.00%
Annual Overlay	1,124,981	1,347,752	517,000	1,400,000	1,400,000	1,400,000	0.00%	0.00%
Annual Bridge Inspections	42,494	30,632	335,000	335,000	75,000	75,000	-77.61%	0.00%
Annual Traffic Signals	143,246	74,858	62,000	125,000	50,000	50,000	-60.00%	0.00%
Other Misc. Capital Projects	71,131	50,533	2,025	792,000	-	244,000	0.00%	0.00%
Transfer Park Impact Fees to 301	-	-	675,106	-	-	-	0.00%	0.00%
Total Capital Projects	12,618,533	5,323,281	4,629,037	11,423,948	7,365,301	3,395,273	-35.53%	-53.90%
Beginning Fund Balance	3,436,437	2,873,425	2,083,854	1,187,826	1,327,257	442,956	11.74%	-66.63%
Change in Fund Balance	(563,012)	(789,571)	(756,597)	(776,948)	(884,301)	(84,273)	13.82%	-90.47%
Fund Balance	\$ 2,873,425	\$ 2,083,854	\$ 1,327,257	\$ 410,878	\$ 442,956	\$ 358,683	7.81%	-19.03%

Salary and Benefit Details

Bridges & Arterial Streets							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Senior Engineer	1	1	\$ 128,927	\$ 35,858	1	\$ 131,469	\$ 35,404
Transportation Project Manager	1	1	113,916	47,601	1	115,966	48,434
Transportation Contract Engineer	1	0	-	-	0	-	-
Overtime			-	-		-	-
Department Total	3	2	\$ 242,843	\$ 83,459	2	\$ 247,435	\$ 83,838

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
104.316.450.00.00	SOLID WASTE UTILITY TAX	-	-	-	-	650,000	700,000
104.318.120.00.00	PARKING TAX	220,086	363,101	200,000	470,000	250,000	400,000
104.318.350.00.00	REET 2 SECOND QUARTER PERCENT	590,799	668,775	500,000	500,000	500,000	500,000
104.333.202.05.02	FED GRANT - FRANK ZEPP PREVENTIVE MAINT	760,662	17,902	-	-	-	-
104.333.202.05.03	FED GRANT - GRADY WAY PREVENTIVE MAINT	98,506	6,391	-	-	-	-
104.333.202.05.04	FED GRANT-BEACON AVE S PREVENTIVE MAINT	197,686	22,567	-	-	-	-
104.333.202.05.05	DOT INDIR FED GRANT-STRANDER BLVD EXT	888,061	101,258	-	2,389,000	-	-
104.333.202.05.06	DOT INDIR FED GRANT-S BAR/AIRPORT WAY	13,325	303,161	2,604,000	-	882,000	-
104.333.202.05.07	DOT INDIR FED GRANT-W VALLEY HWY	-	89,440	58,834	441,000	-	-
104.333.203.21.00	FED GRANT - INTERURBAN S (S 143RD - FDW)	2,555	-	-	-	-	-
104.333.203.22.00	FED GRANT - BAR/EMW INTERSECTION PAVING	-	-	-	2,614,000	-	-
104.333.203.26.00	BOEING ACCESS BRIDGE	6,028,307	825,832	149,000	-	-	-
104.333.203.30.00	42nd Ave S Bridge Replacement	-	-	-	1,280,000	-	-
104.334.030.64.00	WSDOT REG MOBILITY GRANT-TRANSIT CTR	-	-	-	-	66,000	900,000
104.334.030.65.00	WSDOT REG MOBILITY GRANT-BRIDGE	1,976,561	-	-	-	-	-
104.334.031.84.00	STATE GRANT - S 144TH ST BRIDGE	-	-	-	227,000	-	-
104.334.032.82.00	STATE GRANT - S 144TH (TIB 43RD)	(78,862)	-	-	-	-	-
104.334.032.83.00	STATE GRANT - W VALLEY HWY (TIB)	-	13,966	160,000	2,026,000	2,260,000	-
104.336.000.71.00	MULTIMODAL TRANSPORTATION-CITY	2,213	23,984	12,483	-	-	-
104.336.000.87.00	MVFT CITIES	136,412	127,588	80,000	137,000	110,000	140,000
104.344.100.00.00	ROAD/STREET MAINT, REPAIR, & CONST SVCS	210,559	-	-	-	-	-
104.345.840.00.00	TRAFFIC IMPACT FEES	346,601	547,889	70,564	213,000	303,000	161,000
104.345.851.00.00	PARK IMPACT FEE	566,735	1,359,533	-	300,000	-	-
104.359.700.00.00	PENALTIES/PARKING TAXES	-	31	26	-	-	-
104.361.110.00.00	INVESTMENT INTEREST	31,354	48,478	20,000	20,000	30,000	30,000
104.361.400.00.00	INTEREST ON RECEIVABLES	25,561	6,413	-	-	-	-
104.367.120.00.00	PLAN/DEVELOPMENT CONTRIBUTIONS	-	-	6,533	-	-	50,000
104.367.121.00.00	CONCURRENCY FEES	38,400	7,400	11,000	30,000	30,000	30,000
104.397.000.00.00	TRANSFERS IN-FUND 000	-	-	-	-	1,400,000	400,000
Totals		12,055,521	4,533,709	3,872,440	10,647,000	6,481,000	3,311,000

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
104.02.597.301.00.00	TRANSFER OUT-FUND 301	-	-	675,106	-	-	-
104.98.542.100.11.00	SALARIES	219,089	262,904	65,000	-	-	-
104.98.542.100.13.00	OVERTIME	1,819	-	80	-	-	-
104.98.542.100.21.00	FICA	16,667	19,816	6,000	-	-	-
104.98.542.100.23.00	PERS	28,049	33,694	8,000	-	-	-
104.98.542.100.24.00	INDUSTRIAL INSURANCE	1,745	3,083	3,000	-	-	-
104.98.542.100.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	21	-	-	-	-	-
104.98.542.100.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	1,489	2,968	700	-	-	-
104.98.542.100.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	19,366	32,782	15,000	-	-	-

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
104.98.542.100.41.00	PROFESSIONAL SERVICES	561,021	414,076	250,000	732,000	371,000	300,000
104.98.542.100.43.00	TRAVEL	24	29	-	-	-	-
104.98.542.100.44.00	ADVERTISING	1,861	-	529	-	-	-
104.98.542.100.48.00	REPAIRS & MAINTENANCE	-	765,263	-	-	-	-
104.98.542.100.49.00	MISCELLANEOUS	450	2,714	-	-	-	-
104.98.542.300.48.00	REPAIRS & MAINTENANCE	771,937	902,501	315,000	1,325,000	1,110,000	1,025,000
104.98.542.500.48.00	REPAIRS & MAINTENANCE	632,228	245,380	-	-	-	-
104.98.542.610.48.00	REPAIRS & MAINTENANCE	25,311	53,384	-	-	-	-
104.98.542.630.48.00	REPAIRS & MAINTENANCE	49,090	113,000	-	-	-	-
104.98.542.640.35.00	SMALL TOOLS & MINOR EQUIPMENT	-	60,203	-	-	-	-
104.98.542.640.48.00	REPAIRS & MAINTENANCE	166,371	44,136	3,852	-	-	-
104.98.542.700.48.00	REPAIRS & MAINTENANCE	37,840	14,666	-	-	-	-
104.98.543.100.11.00	SALARIES	-	3,125	-	-	-	-
104.98.543.100.21.00	FICA	-	236	-	-	-	-
104.98.543.100.23.00	PERS	-	401	-	-	-	-
104.98.543.100.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	-	40	-	-	-	-
104.98.543.100.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	-	726	-	-	-	-
104.98.544.200.11.00	SALARIES	(4,047)	323	15,000	-	-	-
104.98.544.200.21.00	FICA	-	24	750	-	-	-
104.98.544.200.23.00	PERS	-	42	1,500	-	-	-
104.98.544.200.24.00	INDUSTRIAL INSURANCE	197	1	35	-	-	-
104.98.544.200.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	97	-	150	-	-	-
104.98.544.200.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	1,000	-	-	-
104.98.544.200.31.00	OFFICE & OPERATING SUPPLIES	212	-	-	-	-	-
104.98.544.200.41.00	PROFESSIONAL SERVICES	65,507	94,999	100,000	515,000	450,000	60,000
104.98.544.200.48.00	REPAIRS & MAINTENANCE	3,213	-	-	-	-	-
104.98.595.100.11.00	SALARIES	109,544	56,715	12,695	-	-	-
104.98.595.100.21.00	FICA	8,344	4,319	953	-	-	-
104.98.595.100.23.00	PERS	13,934	7,286	1,633	-	-	-
104.98.595.100.24.00	INDUSTRIAL INSURANCE	1,461	797	46	-	-	-
104.98.595.100.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	466	778	123	-	-	-
104.98.595.100.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	12,458	8,795	1,072	-	-	-
104.98.595.100.31.00	OFFICE & OPERATING SUPPLIES	32	-	-	-	-	-
104.98.595.100.41.00	PROFESSIONAL SERVICES	-	375,572	-	-	-	-
104.98.595.100.42.00	COMMUNICATION	88	-	-	-	-	-
104.98.595.100.43.00	TRAVEL	16	-	-	-	-	-
104.98.595.100.44.00	ADVERTISING	752	243	-	-	-	-
104.98.595.100.65.00	ENGINEERING	2,828,141	545,816	300,000	-	1,030,000	1,644,000
104.98.595.200.65.00	RIGHT OF WAY	-	8,588	-	-	-	-
104.98.595.300.48.00	REPAIRS & MAINTENANCE	-	95,782	-	-	-	-
104.98.595.300.65.00	ROADWAY	1,344,263	199,681	2,513,418	8,298,000	3,765,000	-
104.98.595.400.65.00	DRAINAGE	-	-	-	-	278,000	-
104.98.595.500.65.00	STRUCTURES	4,992,365	590,026	-	-	-	-
104.98.595.610.48.00	REPAIRS & MAINTENANCE	-	31,750	-	-	-	-
104.98.595.610.65.00	SIDEWALKS	112,375	174,459	-	-	-	-
104.98.595.630.65.00	CONSTRUCTION PROJECTS	133,156	8,507	-	-	-	-
104.98.595.640.48.00	REPAIRS & MAINTENANCE	-	93,416	-	-	-	-
104.98.595.640.65.00	TRAFFIC CONTROL DEVICES	151,443	41,771	-	-	-	-
104.98.595.700.65.00	ROADSIDE DEVELOPMENT	307,554	8,636	-	-	-	-
104.98.595.800.11.00	SALARIES	-	-	200,000	344,917	242,843	247,436
104.98.595.800.21.00	FICA	-	-	20,000	33,621	18,577	18,929
104.98.595.800.23.00	PERS	-	-	30,000	45,257	28,194	25,362
104.98.595.800.24.00	INDUSTRIAL INSURANCE	-	(631)	3,000	7,318	677	677
104.98.595.800.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	-	458	600	-	359	366
104.98.595.800.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	2,000	2,088	2,108	2,277
104.98.595.800.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	30,000	40,747	33,543	36,226
104.98.595.800.47.26	SURFACE WATER	2,585	-	2,795	-	-	-
104.98.595.800.64.00	MACHINERY & EQUIPMENT	-	-	50,000	80,000	35,000	35,000
Totals		12,618,533	5,323,281	4,629,037	11,423,948	7,365,301	3,395,273

DEPARTMENT: N/A**FUND:** Land Acquisition, Rec. and Park Dev.**RESPONSIBLE MANAGER:** Rick Still**FUND NUMBER:** 301**POSITION:** Parks & Recreation Director**Description**

The Land Acquisition, Recreation, and Park Development fund is to be used for the acquisition of land, development of land, and construction of park facilities. The fund also includes the planning and engineering costs related to various parks. Only park-related projects are included. General government projects are in fund 303. A one-quarter real estate excise tax (REET) is available for park and other capital projects.

2019-2020 Accomplishments

- ◆ Purchased of South 116th and Green River property. **Strategic Goals 1 & 5**
- ◆ Developed PROS Plan. **Strategic Goals 1 & 5**
- ◆ Refreshed KABOOM at Cascade View Community Park. **Strategic Goals 1 & 5**
- ◆ Completed Fort Dent overlay and trail work. **Strategic Goals 1 & 5**
- ◆ Completed Raisbeck survey and short plat. **Strategic Goals 1 & 5**
- ◆ Completed Tukwila South trail master plan. **Strategic Goals 1 & 5**
- ◆ Completed TCC Trail Wall painting and TIB Wall painting utilizing 1% for Arts Funds. **Strategic Goals 1 & 5**

2021-2022 Outcome Goals

- ◆ Improve condition and safety of City parks.
- ◆ Implement PROS Plan recommendations.
- ◆ Develop 116th and Green River property.
- ◆ Improve conditions of 140th Street and 42nd Ave property.

2021-2022 Indicators of Success

- ◆ Continue with Park improvements.

Revenue and Expenditure Summary

Land Acquisition, Rec, & Park Development								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
General Revenue								
Real Estate Excise Taxes	\$ 590,799	\$ 129,457	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
Total General Revenue	590,799	129,457	-	-	-	-	0.00%	0.00%
Miscellaneous Revenue								
Investment Earnings	22,314	24,415	6,665	15,000	5,000	5,000	-66.67%	0.00%
Rents & Concessions	-	-	-	-	-	-	0.00%	0.00%
Total Miscellaneous Revenue	22,314	24,415	6,665	15,000	5,000	5,000	-66.67%	0.00%
Total Operating Revenue	613,113	153,872	6,665	15,000	5,000	5,000	-66.67%	0.00%
Capital Project Revenue								
Excess Prop Tax Levy-Dwmsh Hill	57,466	61,646	264,473	60,000	304,000	304,000	406.67%	0.00%
Park Impact Fees	-	33,983	105,105	-	101,000	101,000	0.00%	0.00%
Intergovernmental Revenue								
State Grants	-	-	-	-	-	-	0.00%	0.00%
King County/Other Grants	3,985	17,769	6,700	-	1,500,000	-	0.00%	0.00%
Total Intergovernmental Revenue	3,985	17,769	6,700	-	1,500,000	-	0.00%	0.00%
Total Capital Project Revenue	61,451	113,397	376,278	60,000	1,905,000	405,000	3075.00%	-78.74%
Transfers In - Fund 104	-	-	675,106	-	-	-		
Transfers In - 1% for Arts	122,960	53,320	41,400	41,400	32,800	65,940	-20.77%	101.04%
Total Revenue	797,524	320,590	1,099,449	116,400	1,942,800	475,940	1569.07%	-75.50%
Capital Projects								
AiRsRiver	6,000	26,984	4,496	-	-	-	0.00%	0.00%
AiRs TIB	6,000	33,432	-	-	-	-	0.00%	0.00%
Duwamish Hill Preserve	4,233	35,818	-	-	-	-	0.00%	0.00%
Duwamish Gardens	8,449	-	-	-	-	-	0.00%	0.00%
Municipal Arts Fund	18,639	-	-	50,000	50,000	50,000	0.00%	0.00%
Park Improvements	120	-	-	-	405,000	405,000	0.00%	0.00%
Multipurpose Trails	48,342	7,000	-	-	50,000	50,000	0.00%	0.00%
Park Acquisition	25,546	15,714	-	-	1,400,000	-	0.00%	0.00%
Dog Park Projects	477	-	-	-	-	-	0.00%	0.00%
Overlay	114,206	72,421	-	-	-	-	0.00%	0.00%
ART Creative Consultant	-	9,050	-	-	-	-	0.00%	0.00%
Parks, Recreation, & Open Space Plan	-	50,267	61,943	25,000	-	-	0.00%	0.00%
Lake to Sound Trail	-	482	-	-	-	-	0.00%	0.00%
Tukwila South Trail	-	24,517	11,232	-	-	-	0.00%	0.00%
Star Nursery Acquisition	-	-	8,933	-	-	-	0.00%	0.00%
Open Space Improvements	-	-	-	-	500,000	-	0.00%	0.00%
Tukwila Pond	-	-	19,096	-	100,000	-	0.00%	0.00%
Total Capital Projects	232,012	275,685	105,700	75,000	2,505,000	505,000	3240.00%	-79.84%
Transfers Out - Public Safety Plan	3,500,000							
Total Expenses	3,732,012	275,685	105,700	75,000	2,505,000	505,000	3240.00%	-79.84%
Beginning Fund Balance	4,067,756	1,133,268	1,178,173	567,882	2,171,922	1,609,722	282.46%	-25.88%
Change in Fund Balance	(2,934,488)	44,905	993,749	41,400	(562,200)	(29,060)	-1457.97%	-94.83%
Fund Balance	\$ 1,133,268	\$ 1,178,173	\$ 2,171,922	\$ 609,282	\$ 1,609,722	\$ 1,580,662	164.20%	-1.81%

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
301.311.137.00.00	EXCESS PROPERTY TAX LEVY-DWMSH HILL PRSR	57,466	61,646	264,473	60,000	304,000	304,000
301.318.340.00.00	REET 1 - FIRST QUARTER PERCENT	590,799	129,457	-	-	-	-
301.337.070.13.00	DUWAMISH RIVER BEND HILL PARK	3,985	17,769	-	-	-	-
301.337.070.20.00	KING COUNTY - GREENBELT TRAILS	-	-	-	-	1,000,000	-
301.337.073.02.00	KING CONSERVATION DISTRICT GRANT	-	-	-	-	500,000	-
301.337.073.04.00	CFT- DUWAMISH RIVER HABITAT CORRIDOR	-	-	6,700	-	-	-
301.345.851.00.00	PARK IMPACT FEES	-	33,983	105,105	-	101,000	101,000
301.361.110.00.00	INVESTMENT INTEREST	22,314	24,415	6,665	15,000	5,000	5,000
301.397.000.00.00	TRANSFERS-IN-GEN FUND	88,190	19,600	21,950	21,950	-	-
301.397.14.00.00	TRANSFERS IN - FUND 104	-	-	675,106	-	-	-
301.397.400.00.00	TRANSFERS IN - ENTERPRISE FUNDS	34,770	33,720	19,450	19,450	32,800	65,940
Totals		797,524	320,590	1,099,449	116,400	1,942,800	475,940

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
301.00.597.305.00.00	TRANSFERS OUT - PUBLIC SAFETY PLAI	500,000	-	-	-	-	-
301.00.597.306.00.00	TRANSFERS OUT - FUND 306	3,000,000	-	-	-	-	-
301.98.576.800.11.00	SALARIES	3,243	3,510	-	-	-	-
301.98.576.800.21.00	FICA	247	269	-	-	-	-
301.98.576.800.23.00	PERS	412	451	-	-	-	-
301.98.576.800.24.00	INDUSTRIAL INSURANCE	128	78	-	-	-	-
301.98.576.800.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	22	49	-	-	-	-
301.98.576.800.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	553	1,413	-	-	-	-
301.98.576.800.31.00	OFFICE & OPERATING SUPPLIES	477	63	-	-	-	-
301.98.576.800.41.00	PROFESSIONAL SERVICES	39,254	106,928	100,000	-	-	-
301.98.576.800.44.00	ADVERTISING	600	-	-	-	-	-
301.98.576.800.47.00	PUBLIC UTILITY SERVICES	-	18,049	-	-	-	-
301.98.576.800.48.00	REPAIRS & MAINTENANCE	48,225	-	-	-	-	-
301.98.576.900.31.00	OFFICE & OPERATING SUPPLIES	1,555	3,872	-	-	-	-
301.98.576.900.41.00	PROFESSIONAL SERVICES	20,449	64,925	-	-	-	-
301.98.576.900.47.00	PUBLIC UTILITY SERVICES	2,678	-	-	-	-	-
301.98.576.900.48.00	REPAIRS & MAINTENANCE	114,169	72,409	-	-	-	-
301.98.576.900.49.00	MISCELLANEOUS	-	669	-	-	-	-
301.98.594.760.11.00	SALARIES	-	-	5,000	-	-	-
301.98.594.760.21.00	FICA	-	-	250	-	-	-
301.98.594.760.23.00	PERS	-	-	350	-	-	-
301.98.594.760.24.00	INDUSTRIAL INSURANCE	-	-	100	-	-	-
301.98.594.760.41.00	PROFESSIONAL SERVICES	-	-	-	50,000	239,000	79,000
301.98.594.760.48.00	REPAIRS & MAINTENANCE	31,713	-	-	-	-	-
301.98.594.760.61.00	LAND	-	3,000	-	-	1,400,000	-
301.98.594.760.63.00	OTHER IMPROVEMENTS	(31,713)	-	-	25,000	-	-
301.98.594.760.65.00	CONSTRUCTION PROJECTS	-	-	-	-	866,000	426,000
Totals		3,732,012	275,685	105,700	75,000	2,505,000	505,000



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DEPARTMENT:**FUND:** Urban Renewal**RESPONSIBLE MANAGER:** Derek Speck**FUND NUMBER:** 302**POSITION:** Economic Development Administrator**Description**

The Urban Renewal fund has been established to provide future funding needs to encourage redevelopment in specific areas throughout the City.

2019-2020 Accomplishments

- ◆ Closed land sale of final phase to Tukwila Village developer. ***Strategic Plan Goals 1, 3 & 5***
- ◆ Tukwila Village Developer completed construction of Building A in summer 2020. ***Strategic Plan Goals 1, 3 & 5***
- ◆ City began negotiations with displaced business owners to purchase Traveler's Choice land. ***Strategic Plan Goals 1, 3 & 5***

2021-2022 Outcome Goals

- ◆ Tukwila Village developer to complete construction of final building (Building B).
- ◆ Execute a purchase and sale agreement with HealthPoint.
- ◆ Sell the former Traveler's Choice Motel property.
- ◆ Sell the former Newporter Motel property.

2021-2022 Indicators of Success

- ◆ Tukwila Village construction is completed.
- ◆ City and HealthPoint execute a purchase and sale agreement.
- ◆ City sells Traveler's Choice and Newporter sites.

Revenue and Expenditure Summary

<i>Urban Renewal</i>									
	Actual			Budget			Percent Change		
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022	
Operating Revenue									
Miscellaneous Revenue									
Investment Earnings	\$ 45,786	\$ 70,146	\$ 30,000	\$ 10,000	\$ 10,000	\$ 10,000	0.00%	0.00%	
Total Miscellaneous Revenue	45,786	70,146	30,000	10,000	10,000	10,000	0.00%	0.00%	
Total Operating Revenue	45,786	70,146	30,000	10,000	10,000	10,000	0.00%	0.00%	
Capital Project Revenue									
Tukwila Village/Phase 3	-	2,690,309	-	-	-	-	0.00%	0.00%	
Motels	-	-	-	-	400,000	1,850,000	0.00%	362.50%	
Total Revenue	45,786	2,760,455	30,000	10,000	410,000	1,860,000	4000.00%	353.66%	
Capital Projects									
Tukwila Village	15,609	35,048	41,457	15,000	15,000	10,000	0.00%	-33.33%	
Surplus Property - Longacres	10,000	245	-	21,000	-	-	0.00%	0.00%	
TIB Redevelopment	3,927	4,972	4,762	-	20,000	-	0.00%	0.00%	
Total Capital Projects	29,536	40,265	46,219	36,000	35,000	10,000	-2.78%	-71.43%	
Transfer to Public Safety Plan Fund	-	-	2,753,000	-	-	-	0.00%	0.00%	
Transfer to General Fund	-	-	400,000	200,000	1,200,000	2,776,000	500.00%	131.33%	
Total Expenses	29,536	40,265	3,199,219	236,000	1,235,000	2,786,000	423.31%	125.59%	
Beginning Fund Balance	2,267,948	2,284,198	5,004,388	1,988,064	1,835,169	1,010,169	-7.69%	-44.95%	
Change in Fund Balance	16,250	2,720,190	(3,169,219)	(226,000)	(825,000)	(926,000)	265.04%	12.24%	
Ending Fund Balance	\$ 2,284,198	\$ 5,004,388	\$ 1,835,169	\$ 1,762,064	\$ 1,010,169	\$ 84,169	-42.67%	-91.67%	

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
302.361.110.00.00	INVESTMENT INTEREST	45,786	70,146	30,000	10,000	10,000	10,000
302.361.310.00.00	REALIZED GAINS (LOSSES) ON INVESTMENTS	-	2,690,309	-	-	-	-
302.361.315.00.00	NET BOOK VALUE - ASSETS SOLD	-	(2,690,309)	-	-	-	-
302.395.100.00.00	PROCEEDS FROM SALES OF CAPITAL ASSETS	-	-	-	-	400,000	1,850,000
Totals		45,786	70,146	30,000	10,000	410,000	1,860,000

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
302.98.518.200.24.00	INDUSTRIAL INSURANCE	3	1	-	-	-	-
302.98.559.300.13.00	OVERTIME	320	-	-	-	-	-
302.98.559.300.21.00	FICA	24	-	-	-	-	-
302.98.559.300.23.00	PERS	41	-	-	-	-	-
302.98.559.300.24.00	INDUSTRIAL INSURANCE	10	-	-	-	-	-
302.98.559.300.31.00	OFFICE & OPERATING SUPPLIES	267	-	-	-	-	-
302.98.559.300.41.00	PROFESSIONAL SERVICES	18,963	22,792	35,000	-	35,000	10,000
302.98.559.300.47.25	PUBLIC UTILITY SERVICES	118	237	-	-	-	-
302.98.559.300.47.26	PUBLIC UTILITY SERVICES	9,791	10,968	-	-	-	-
302.98.559.300.49.00	MISCELLANEOUS	-	6,268	-	-	-	-
302.98.594.180.61.00	LAND	-	-	-	-	-	-
302.98.594.190.41.00	PROFESSIONAL SERVICES	-	-	139	36,000	-	-
302.98.594.190.47.26	SURFACE WATER	-	-	11,080	-	-	-
302.99.597.000.00.00	TRANSFERS-OUT GENL FUND	-	-	400,000	200,000	1,200,000	2,776,000
302.99.597.305.00.00	TRANSFERS-OUT FUND 305	-	-	2,753,000	-	-	-
Totals		29,536	40,266	3,199,219	236,000	1,235,000	2,786,000



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DEPARTMENT: N/A**FUND:** General Government Improvement**RESPONSIBLE MANAGER:** Hari Ponnekanti**FUND NUMBER:** 303**POSITION:** Interim Public Works Director**Description:**

The General Government Improvement fund is used for improvements, additions, or other miscellaneous minor capital projects not provided for elsewhere. Projects which benefit multiple departments or functions will be given priority.

2019-2020 Accomplishments

- ◆ Completed upgrade to the dry fire sprinkler system at the 6300 Building. **Strategic Goal 4**
- ◆ Completed Phase 3 of Tukwila Community Center siding repairs. **Strategic Goal 4 & 5**
- ◆ Installed new flooring at Fire Station 54. **Strategic Goal 4 & 5**
- ◆ Installed No Parking signs at City Hall Campus. **Strategic Goal 4**
- ◆ Installed mitigation at nuisance house. **Strategic Goal 1 & 5**
- ◆ Upgraded A/C in Police server room. **Strategic Goal 4**

2021-2022 Outcome Goals

- ◆ Improve conditions of existing facilities.

2021-2022 Indicators of Success

- ◆ Complete exterior paint/stain at Tukwila Community Center.
- ◆ Retrofit HVAC Chiller at Tukwila Community Center
- ◆ Complete siding repairs at City Hall.
- ◆ Complete exterior paint/stain at Fire Station 53.
- ◆ Complete a seismic study for City Hall and 6300 Building.

Revenue and Expenditure Summary

General Government Improvements								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Miscellaneous Revenue								
Investment Earnings	\$ 4,867	\$ 10,586	\$ 4,000	\$ 500	\$ 500	\$ 500	0.00%	0.00%
Total Miscellaneous Revenue	4,867	10,586	4,000	500	500	500	0.00%	0.00%
Total Operating Revenue	4,867	10,586	4,000	500	500	500	0.00%	0.00%
Transfers In	200,000	200,000	-	200,000	300,000	-	50.00%	0.00%
Total Revenue	204,867	210,586	4,000	200,500	300,500	500	49.88%	-99.83%
Salaries & Benefits (Overhead)	46,945	33	-	157,176	-	-	0.00%	0.00%
Project Expenditures								
City Hall/TCC Replace Brick Grout	8,745	-	-	-	-	-	0.00%	0.00%
Surplus Property 12026 42nd Ave S	2,200	-	-	-	-	-	0.00%	0.00%
6300 Bldg HVAC Repairs	20,902	-	-	-	-	-	0.00%	0.00%
City Hall HVAC Coil Replacement	17,116	-	-	-	-	-	0.00%	0.00%
No Parking Signs 6200/6300 Bldgs.	-	8,846	2,026	-	-	-	0.00%	0.00%
City Facilities Mitigation	-	1,384	-	-	-	-	0.00%	0.00%
Fire Station 54 Flooring	-	7,629	-	-	-	-	0.00%	0.00%
Nuisance House	-	3,975	-	-	-	-	0.00%	0.00%
City Hall A/C PD Server Room	-	10,174	-	-	-	-	0.00%	0.00%
Dry Fire Sprinkler/6300 Bldg.	-	-	29,658	-	-	-	0.00%	0.00%
TCC Siding Repairs	-	-	128,601	150,000	-	-	0.00%	0.00%
TCC - Retrofit HVAC Chiller	-	-	-	-	10,000	-	0.00%	0.00%
TCC - Exterior Paint/Stain Bldg.	-	-	-	-	140,000	-	0.00%	0.00%
City Hall Campus Seismic Study	-	-	-	-	40,000	-	0.00%	0.00%
City Hall Siding Repair	-	-	-	-	-	100,000	0.00%	0.00%
FS 53 - Exterior Paint/Stain	-	-	-	-	-	50,000	0.00%	0.00%
Total Projects	95,908	32,041	160,285	307,176	190,000	150,000	-38.15%	-21.05%
Total Expenses	95,908	32,041	160,285	307,176	190,000	150,000	-38.15%	-21.05%
Beginning Fund Balance	368,802	477,761	656,306	525,166	500,021	610,521	-4.79%	22.10%
Change in Fund Balance	108,959	178,545	(156,285)	(106,676)	110,500	(149,500)	-203.58%	-235.29%
Ending Fund Balance	\$ 477,761	\$ 656,306	\$ 500,021	\$ 418,490	\$ 610,521	\$ 461,021	45.89%	-24.49%

General Ledger Code Details

Revenue

GL Account Code	Account Description	2018	2019	2020	2020	2021	2022
303.361.110.00.00	INVESTMENT INTEREST	4,867	10,586	4,000	500	500	500
303.397.192.00.00	TRANSFERS-IN	200,000	200,000	-	200,000	300,000	-
Totals		204,867	210,586	4,000	200,500	300,500	500

Expenditures

GL Account Code	Account Description	Actual		Projected	Budget		
		2018	2019	2020	2020	2021	2022
303.98.518.300.11.00	SALARIES	33,891	4,508	-	-	-	-
303.98.518.300.12.00	EXTRA LABOR	-	170	-	-	-	-
303.98.518.300.13.00	OVERTIME	1,801	-	-	-	-	-
303.98.518.300.21.00	FICA	2,872	357	-	-	-	-
303.98.518.300.23.00	PERS	3,944	602	-	-	-	-
303.98.518.300.24.00	INDUSTRIAL INSURANCE	414	175	-	-	-	-
303.98.518.300.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	234	721	-	-	-	-
303.98.518.300.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	3,787	-	-	-	-	-
303.98.518.300.31.00	OFFICE & OPERATING SUPPLIES	-	3,732	-	-	-	-
303.98.518.300.41.00	PROFESSIONAL SERVICES	2,200	-	-	-	-	-
303.98.518.300.48.00	REPAIRS & MAINTENANCE	46,763	3,975	-	-	-	-
303.98.594.180.11.00	SALARIES	-	-	500	114,072	-	-
303.98.594.180.21.00	FICA	-	-	38	8,895	-	-
303.98.594.180.23.00	PERS	-	-	64	14,487	-	-
303.98.594.180.24.00	INDUSTRIAL INSURANCE	-	-	162	2,566	-	-
303.98.594.180.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	-	847	-	-
303.98.594.180.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	-	-	-	16,309	-	-
303.98.594.180.31.00	OFFICE & OPERATING SUPPLIES	-	-	3,000	-	-	-
303.98.594.180.41.00	PROFESSIONAL SERVICES	-	-	-	150,000	90,000	50,000
303.98.594.180.48.00	REPAIRS & MAINTENANCE	-	-	156,521	-	-	-
303.98.594.180.65.00	CONSTRUCTION PROJECTS	-	-	-	-	100,000	100,000
303.98.594.190.64.00	MACHINERY & EQUIPMENT	-	17,803	-	-	-	-
Totals		95,908	32,041	160,285	307,176	190,000	150,000



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DEPARTMENT: Fire
FUND: Fire Improvement
RESPONSIBLE MANAGER: Jay Wittwer

FUND NUMBER: 304
POSITION: Fire Chief

Description

Fire impact fees provide for fire department capital improvements and apparatus through Fire Impact Fees. Impact fees are transferred to the Public Safety fund to pay for improvements specific to the fire department.

Revenue and Expenditure Summary

<i>Fire Improvement Fund</i>								
	Actual			Budget			Percent Change	
	2018	2019	2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
<i>Miscellaneous Revenue</i>								
Investment Earnings	\$ 22,484	\$ 7,845	\$ 1,100	\$ 100	\$ 500	\$ 500	400.00%	0.00%
<i>Total Miscellaneous Revenue</i>	22,484	7,845	1,100	100	500	500	400.00%	0.00%
Capital Project Revenue								
Fire Impact Fees	537,441	1,238,177	75,000	500,000	300,000	300,000	-40.00%	0.00%
<i>Total Revenue</i>	559,926	1,246,022	76,100	500,100	300,500	300,500	-39.91%	0.00%
Transfer Out	400,000	1,100,000	380,000	500,000	300,000	300,000	-40.00%	0.00%
<i>Total Expenditures</i>	400,000	1,100,000	380,000	500,000	300,000	300,000	-40.00%	0.00%
Beginning Fund Balance	7,210	167,136	313,159	17,235	9,259	9,759	-46.28%	5.40%
Change in Fund Balance	159,926	146,022	(303,900)	100	500	500	400.00%	0.00%
<i>Ending Fund Balance</i>	\$ 167,136	\$ 313,159	\$ 9,259	\$ 17,335	\$ 9,759	\$ 10,259	-43.71%	5.12%

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
304.345.852.00.00	FIRE IMPACT FEES	537,441	1,238,177	75,000	500,000	300,000	300,000
304.361.110.00.00	INVESTMENT INTEREST	2,245	2,768	1,100	100	500	500
304.361.400.00.00	INTEREST ON RECEIVABLES	20,239	5,077	-	-	-	-
Totals		559,926	1,246,022	76,100	500,100	300,500	300,500

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
304.00.597.305.00.00	TRANSFERS OUT-FUND 305	400,000	1,100,000	380,000	500,000	300,000	300,000
Totals		400,000	1,100,000	380,000	500,000	300,000	300,000

DEPARTMENT: N/A**FUND:** Public Safety Plan Fund**RESPONSIBLE MANAGER:** Rachel Bianchi**FUND NUMBER:** 305**POSITION:** Deputy City Administrator**Description**

The Public Safety Plan fund is used to construct a new Justice Center, which will house the Police Department, Emergency Operations Center, and Municipal Court, and reconstruct existing fire stations. Projects in this fund are paid for with voter-approved debt, non-voted debt (LTGO), and other dedicated revenue sources including real estate excise taxes, impact fees, and proceeds from land sales.

2019-2020 Accomplishments

- ◆ Justice Center completed and opened in September 2020.
- ◆ Fire Station 51 completed and opened in September 2020.

2021-2022 Outcome Goals

- ◆ Complete Fire Station 52.
- ◆ Fund Fire equipment and apparatus per D-20 model.
- ◆ Sell land identified as funding for the Public Safety Plan.

Revenue and Expenditure Summary

Public Safety Plan								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Miscellaneous Revenue								
Investment Earnings	\$ 490,316	\$ 366,046	\$ 300,000	\$ 100,000	\$ 40,000	\$ -	-60.00%	0.00%
Sales Tax Mitigation	-	226,273	439,636	1,000,000	-	-	0.00%	0.00%
CARES Act Reimbursement	-	-	300,000	-	-	-	0.00%	0.00%
Other Misc Revenue	29,237	25,070	-	-	-	-	0.00%	0.00%
Total Miscellaneous Revenue	519,553	617,389	1,039,636	1,100,000	40,000	-	-96.36%	0.00%
Capital Project Revenue								
Tukwila South Mitigation	300,000	300,000	300,000	300,000	300,000	300,000	0.00%	0.00%
Real Estate Excise Tax	-	539,318	500,000	500,000	500,000	500,000	0.00%	0.00%
Sale of Land	-	-	200,000	1,000,000	5,565,000	5,000,000	456.50%	-10.15%
UTGO Bond Proceeds	-	37,770,000	-	-	-	-	0.00%	0.00%
LTGO Bond Proceeds	-	17,807,400	-	-	-	-	0.00%	0.00%
Premium on Bond Proceeds	-	5,464,392	-	-	-	-	0.00%	0.00%
Total Capital Project Revenue	300,000	61,881,110	1,000,000	1,800,000	6,365,000	5,800,000	253.61%	-8.88%
Transfers In - Fire Impact Fees	400,000	1,100,000	380,000	500,000	300,000	300,000	-40.00%	0.00%
Transfers In - Urban Renewal	-	-	2,753,000	-	-	-	0.00%	0.00%
Transfers In - City Facilities Fund	500,000	-	-	283,709	-	-	0.00%	0.00%
Total Revenue	1,719,553	63,598,499	5,172,636	3,683,709	6,705,000	6,100,000	82.02%	-9.02%
Expenditures								
Justice Center	17,671,673	23,076,252	24,244,613	23,515,000	200,000	-	-99.15%	0.00%
Fire Station 51	768,516	5,396,820	8,096,825	2,396,000	-	-	0.00%	0.00%
Fire Station 52	302,695	5,707,321	16,362,704	13,749,000	525,000	-	-96.18%	0.00%
Fire Station 54	1,094,743	18,013	37,212	-	-	-	0.00%	0.00%
Fire Equipment	90,893	193,738	368,146	28,146	174,000	167,000	518.21%	-4.02%
Total Capital Projects	19,928,520	34,392,144	49,109,500	39,688,146	899,000	167,000	-97.73%	-81.42%
Transfer for Debt Service	-	-	-	-	1,068,817	2,171,467	0.00%	103.17%
Transfer to City Facilities	-	-	-	-	600,000	-	0.00%	0.00%
Transfer for Fire Apparatus	3,282,991	134,580	220,000	340,000	400,000	52,000	17.65%	-87.00%
Total Expenditures	23,211,511	34,526,724	49,329,500	40,028,146	2,967,817	2,390,467	-92.59%	-19.45%
Beginning Fund Balance	36,724,920	15,232,962	44,304,737	42,350,731	147,873	3,885,056	-99.65%	2527.29%
Change in Fund Balance	(21,491,958)	29,071,775	(44,156,864)	(36,344,437)	3,737,183	3,709,533	-110.28%	-0.74%
Ending Fund Balance	\$ 15,232,962	\$ 44,304,737	\$ 147,873	\$ 6,006,294	\$ 3,885,056	\$ 7,594,589	-35.32%	95.48%

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
305.317.200.00.00	LEASEHOLD EXCISE TAX	1,107	-	-	-	-	-
305.318.340.00.00	REET 1 - FIRST QUARTERPERCENT	-	539,318	500,000	500,000	500,000	500,000
305.336.000.99.00	SALES TAX MITIGATION	-	226,273	439,636	1,000,000	-	-
305.345.852.00.01	TUKWILA SOUTH MITIGATION	300,000	300,000	300,000	300,000	300,000	300,000
305.361.110.00.00	INVESTMENT INTEREST	461,557	365,364	300,000	100,000	40,000	-
305.361.112.00.00	INVESTMENT INTEREST ACCRUED	(7,031)	(57,029)	-	-	-	-
305.361.320.00.00	UNREALIZED GAINS (LOSSES) ON INVESTMENTS	35,790	57,711	-	-	-	-
305.362.400.00.00	FACILITIES RENTS (SHORT-TERM)	28,130	25,070	-	-	-	-
305.369.900.00.00	OTHER - CARES ACT REIMBURSEMENT	-	-	300,000	-	-	-
305.390.000.00.00	Sale of Land	-	-	200,000	1,000,000	5,565,000	5,000,000
305.391.100.00.00	U.T.G.O. BOND PROCEEDS	-	37,770,000	-	-	-	-
305.391.110.00.00	LTGO BOND PROCEEDS	-	17,807,400	-	-	-	-
305.392.000.00.00	PREMIUM ON UTGO BONDS ISSUED	-	5,464,392	-	-	-	-
305.397.301.00.00	TRANSFER IN - FUND 301	500,000	-	-	-	-	-
305.397.302.00.00	TRANSFER IN - FUND 302	-	-	2,753,000	-	-	-
305.397.304.00.00	TRANSFERS IN-FUND 304	400,000	1,100,000	380,000	500,000	300,000	300,000
305.397.306.00.00	TRASNFERS IN - CITY FACILITIES FUND	-	-	-	283,709	-	-
Totals		1,719,554	63,598,499	5,172,636	3,683,709	6,705,000	6,100,000

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
305.00.597.305.00.00	TRANSFER OUT-FUND 305	-	-	-	-	600,000	-
305.00.597.501.00.00	TRANSFER OUT-FUND 501	3,282,931	134,580	220,000	340,000	400,000	52,000
305.00.597.000.00.00	TRANSFER OUT-GENERAL FUND	-	-	-	-	1,068,817	2,171,467
305.98.522.220.35.00	SMALL TOOLS & MINOR EQUIPMENT	79,924	88,943	53,000	-	174,000	167,000
305.98.522.220.45.00	OPERATING RENTALS & LEASES	10,969	10,969	11,000	-	-	-
305.98.543.300.49.00	MISCELLANEOUS	-	22,221	-	-	-	-
305.98.559.300.47.00	PUBLIC UTILITY SERVICES	60	439	-	-	-	-
305.98.559.300.49.00	MISCELLANEOUS	-	-	500	-	-	-
305.98.592.210.84.00	DEBT ISSUE COSTS	-	347,702	-	-	-	-
305.98.592.220.84.00	DEBT ISSUE COSTS	-	297,272	-	-	-	-
305.98.594.180.41.00	PROFESSIONAL SERVICES	3,157	117	-	-	-	-
305.98.594.210.47.00	PUBLIC UTILITY SERVICES	7,624	8,715	8,500	-	-	-
305.98.594.210.61.00	LAND	14,651,322	37,033	-	-	-	-
305.98.594.210.62.00	BUILDINGS & STRUCTURES	2,989,106	22,657,775	30,893,000	23,515,000	200,000	-
305.98.594.220.35.00	SMALL TOOLS & MINOR EQUIPMENT	-	-	100,000	28,146	-	-
305.98.594.220.41.00	PROFESSIONAL SERVICES	12,750	-	-	-	-	-
305.98.594.220.47.00	PUBLIC UTILITY SERVICES	845	1,528	1,000	-	-	-
305.98.594.220.61.00	LAND	885,413	4,738	1,000	-	-	-
305.98.594.220.62.00	BUILDINGS & STRUCTURES	1,287,409	10,820,866	18,000,000	16,145,000	525,000	-
305.98.594.220.64.00	MACHINERY & EQUIPMENT	-	93,827	41,500	-	-	-
Totals		23,211,511	34,526,724	49,329,500	40,028,146	2,967,817	2,390,467



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DEPARTMENT: N/A**FUND:** City Facilities Fund**RESPONSIBLE MANAGER:** Hari Ponnekanti**FUND NUMBER:** 306**POSITION:** Interim Public Works Director**Description**

The City Facilities Fund is used for new construction or major reconstruction of city facilities. The current project accounted for in this fund is the Public Works Shops facility.

2019-2020 Accomplishments

- ◆ Completed purchase of land for the new Public Works Shops facility.
- ◆ Completed master plan for Public Works Shops site.

2021-2022 Outcome Goals

- ◆ Complete Phase I for the new Public Works Shops site.
- ◆ Complete financing plan for Phase II for the new Public Works shops site.
- ◆ Plan and begin construction on a new inter-generational facility for Tukwila teens and seniors in the Tukwila International Boulevard neighborhood in proximity to Foster High School, Showalter Middle School, and the surrounding senior community.

Revenue and Expenditure Summary

City Facilities								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Revenue								
Investment Earnings	\$ 143,426	\$ 13,722	\$ 50,000	\$ -	\$ -	\$ -	0.00%	0.00%
Interfund Loan Received	2,000,000	-	-	-	-	-	0.00%	0.00%
Bond Proceeds	18,365,000	5,022,600	-	-	2,850,000	-	0.00%	0.00%
Premium on Bonds Sold	1,809,036	549,244	-	-	-	-	0.00%	0.00%
Total Capital Project Revenue	22,317,462	5,585,566	50,000	-	2,850,000	-	0.00%	0.00%
Transfers In - General Fund	-	-	-	2,850,000	-	-	0.00%	0.00%
Transfers In - Land Acq. (REET)	3,000,000	-	-	-	-	-	0.00%	0.00%
Transfers In - Public Safety Plan	-	-	-	-	600,000	-	0.00%	0.00%
Transfers In - Utility Funds	3,119,512	-	1,150,000	1,150,000	-	-	0.00%	0.00%
Total Revenue	28,436,974	5,585,566	1,200,000	4,000,000	3,450,000	-	-13.75%	0.00%
Expenditures								
Capital Projects								
Public Works Shops	13,220,894	12,704,012	2,412,000	10,066,881	7,062,408	-	-29.85%	0.00%
Intergenerational Youth/Senior Center	-	-	-	-	600,000	-	0.00%	0.00%
Minkler Improvements	-	-	500,000	-	-	-	0.00%	0.00%
Total Capital Projects	13,220,894	12,704,012	2,912,000	10,066,881	7,662,408	-	-23.88%	0.00%
Interfund Load Repayment	2,016,977	-	-	-	-	-	0.00%	0.00%
Transfers for Debt Service	119,513	-	-	283,709	-	-	0.00%	0.00%
Total Expenditures	15,357,384	12,704,012	2,912,000	10,350,590	7,662,408	-	-25.97%	0.00%
Beginning Fund Balance	-	13,079,590	5,961,144	6,350,590	4,249,144	36,736	-33.09%	-99.14%
Change in Fund Balance	13,079,590	(7,118,446)	(1,712,000)	(6,350,590)	(4,212,408)	-	-33.67%	0.00%
Ending Fund Balance	\$13,079,590	\$ 5,961,144	\$ 4,249,144	\$ -	\$ 36,736	\$ 36,736	0.00%	0.00%

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
306.361.110.00.00	INVESTMENT INTEREST	143,426	13,722	50,000	-	-	-
306.381.100.00.00	LOANS RECEIVED	2,000,000	-	-	-	-	-
306.391.100.00.00	G.O. BOND PROCEEDS	18,365,000	5,022,600	-	-	2,850,000	-
306.392.000.00.00	PREMIUM ON BONDS SOLD	1,809,036	549,244	-	-	-	-
306.397.305.00.00	TRANSFERS IN-FUND 305	-	-	-	-	600,000	-
306.397.000.00.00	TRANSFERS IN-GENERAL FUND	-	-	-	2,850,000	-	-
306.397.301.00.00	TRANSFERS IN - FUND 301	3,000,000	-	-	-	-	-
306.397.401.00.00	TRANSFERS IN - FUND 401	940,634	-	221,000	221,000	-	-
306.397.402.00.00	TRANSFERS IN - FUND 402	622,707	-	623,500	623,500	-	-
306.397.412.00.00	TRANSFERS IN - FUND 412	1,556,171	-	305,500	305,500	-	-
Totals		28,436,974	5,585,566	1,200,000	4,000,000	3,450,000	-

Expenditures

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
306.00.597.305.00.00	TRANSFERS OUT - FUND 305	-	-	-	283,709	-	-
306.01.581.200.79.00	OTHER DEBT	2,000,000	-	-	-	-	-
306.01.592.590.00.00	Interfund Loan Interest	16,977	-	-	-	-	-
306.01.597.208.00.00	Transfer Out to Fund 208	119,513	-	-	-	-	-
306.98.592.480.84.00	DEBT ISSUE COSTS	171,141	70,303	-	-	-	-
306.98.594.180.61.00	LAND	12,456,338	12,250,010	-	-	-	-
306.98.594.480.44.00	ADVERTISING	64	-	-	-	-	-
306.98.594.480.62.00	BUILDINGS & STRUCTURES	593,351	383,699	2,912,000	10,066,881	7,062,408	-
Totals		15,357,384	12,704,012	2,912,000	10,350,590	7,062,408	-

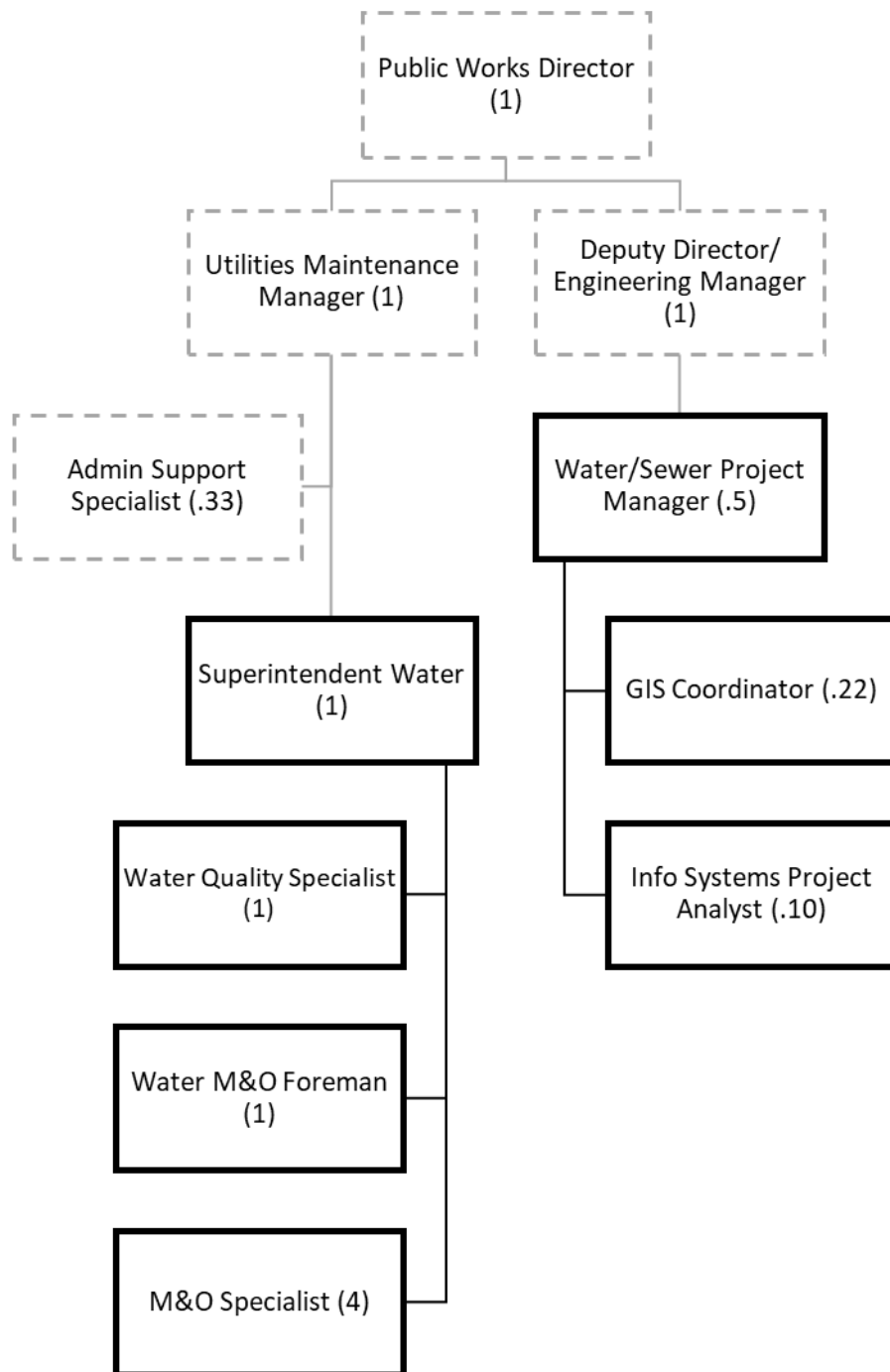
ENTERPRISE FUNDS

Enterprise funds account for activities that are business-like whereby a majority of the funding comes from user fees and charges for services. The City has four enterprise funds – three utility funds and the golf course fund.

- 1. Water Fund** - The Water Fund serves approximately 60% of the property owners in the City, with 2,171 accounts, with Water District 125, Highline Water District and a few other districts serving the remainder. All structures providing shelter or facilities where people live or work are required to have water service. Water customers are charged for water services based on consumption plus a base fee. Meters are read and customers are billed monthly.
- 2. Sewer** – The Sewer Fund serves approximately 60% of the property owners in the City, with 1,787 accounts, and Valley View Sewer District serving the remainder. All new properties within the City's sewer fund boundaries are required to hook up to the City's sewer system. Certain residences in the Allentown and Foster Point areas remain on septic systems through a grandfather clause but will be required to use the sewer system upon sale or major renovation of the residences. Residential single family sewer customers are charged a flat monthly fee; commercial and multifamily customers are charged a base fee plus a usage fee based on water consumption. Water consumption that does not flow into the sewer system, such as water used for irrigation or in manufacturing (i.e. Production of beverages) can be separately metered to reduce the sewer charge. Customers are billed monthly for sewer services.
- 3. Surface Water** – The Surface Water Fund serves all properties within City boundaries. Fees are assessed to each parcel based on property use (i.e. residential or commercial) and on the permeability of open spaces. The fees are used to build and maintain the storm drain system to control and alleviate flooding, and to comply with state and federally mandated clean water and environmental legislation. Surface Water charges are included with King County property tax bills as of January 2019.
- 4. Golf Course**-The Foster Golf Links was purchased by the City from the Aliment family in 1978 after a 1976 voter approved measure passed by Tukwila citizens. The course is one of the oldest in the state having been established in 1925. The golf course's adjacency to the Duwamish River adds to the serene and rural feel; its location two blocks from a main interstate, I-5, provides quick and easy access. The clubhouse restaurant, Billy Baroo's, serves as a community meeting place hosting reunions, weddings and other business and social events for people who live, work and visit Tukwila.



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Public Works – Water

DEPARTMENT: Public Works**FUND:** Water**RESPONSIBLE MANAGER:** Hari Ponnekanti**FUND NUMBER:** 401**POSITION:** Interim Public Works Director**Description**

The mission of the Water Utility is to operate and maintain a water distribution system that will provide residential, commercial, and industrial customers with high water quality, adequate capacity and pressure, at economical costs. The system distributes, on an annual basis, approximately 778 million gallons of water through 44 miles of water mains through approximately 2,300 meters. The Water Utility maintains relationships with adjoining jurisdictions, cities, water districts, sewer districts, and the Washington State Department of Health. Additional service is provided with reclaimed water along the Interurban Avenue South Corridor.

2019-2020 Accomplishments

- ◆ Continued development of the GIS as-builts of City water infrastructure. ***Strategic Goal 1 Utility Comp Plan Goal 12.1***
- ◆ Continued monitoring water use efficiency efforts and provided an annual report. ***Strategic Goal 1 Utility Comp Plan Goal 12.1***
- ◆ Achieved 10 percent water savings to meet Water Efficiency Goals established by the Municipal Water Law. ***Strategic Goal 1 Utility Comp Plan Goal 12.1***

2021-2022 Outcome Goals

- ◆ Improve water use efficiency.
- ◆ Improve water system reliability.
- ◆ Increase water system capacity.

2021-2022 Indicators of Success

- ◆ Continue development of the GIS as-builts of City water infrastructure.
- ◆ Complete update to Water Comprehensive Plan.
- ◆ Continue feasibility and explore property location of the Water Reservoir and Pump Station.
- ◆ Complete design of Macadam Rd S Water Upgrade.

Statistics

Public Works - Water	2018 Actual	2019 Actual	2020 Estimated	2021 Projection	2022 Projection
Ensure a safe supply of drinking water					
Number of backflow prevention assemblies (BPA) certified	1,685	1,715	1,725	1,730	1,735
Number of water system samples tested	50	50	50	50	50
Number of zones where mains are flushed	135	135	135	135	135
Bi-monthly tests for coliform & chlorine residual levels	25	25	50	50	50
Number of fire hydrants tested	575	589	589	589	589
Capital					
Number of water meters 2 inches and larger tested for accuracy	100	125	80	100	145
Number of new water meters installed within 48 hours of hook-up request	15	17	19	15	15
Customers					
Number of water customers	2,202	2,273	2,300	2,300	2,300
Total Gallons of Water Purchased (in thousands)	776,000	618,000	778,000	779,000	780,000
Number of total water system miles	44	44	44	44.00	44.00
Number of fire hydrants	600	605	608	610	615
Number of shut-off notices	370	380	0 - COVID	400	420
Number of actual turn-ons due to shut-off or inactive	97	96	0 - COVID	100	105

Fund Detail**Staffing and Expenditure by Program**

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2021	% of Total Budget	2022	% of Total Budget	2021-22
Reservoir/ Water Supply Stations/ Pressure	1.05	3,518,578	41.1%	3,722,658	38.4%	5.8%
Capital Improvement Projects	0.50	1,988,304	23.2%	2,883,485	29.8%	45.0%
Administration	0.8	2,082,475	24.3%	2,177,128	22.5%	4.5%
Meter Reading and Maintenance	1.05	295,581	3.5%	223,475	2.3%	(24.39%)
Water Mains/Service Lines	1.30	222,855	2.6%	226,286	2.3%	1.5%
Fire Hydrants	1.25	185,142	2.2%	188,114	1.9%	1.6%
Water Quality/Backflow Prevention	1.20	160,938	1.9%	164,326	1.7%	2.1%
GIS	0.72	101,371	1.2%	103,857	1.1%	2.5%
PROGRAM TOTALS	7.82	8,555,244	100%	9,689,329	100%	13.3%

Program Descriptions

Reservoir/Water Supply Stations/Pressure: Covers all work at the City's reservoir, supply stations, and includes CWA fees for purchased water that supplies the City's water district.

Capital Improvement Projects: Includes all capital projects as well as staff time to administer the design and construction of water capital improvement projects.

Administration: Includes supervisor staff time for personnel along with operating supplies, copiers, insurance, communication, hearing tests, training, and utility one-call service. Includes fleet operation and fleet replacement costs. Also includes Indirect Cost Allocation and the City's Interfund Tax.

Meter Reading and Maintenance: Staff time for meter reading (majority are radio reads) and maintenance and replacement of water meters.

Water Mains/Service Lines: Staff time and supplies for water main maintenance and replacement by the City's water crew.

Fire Hydrants: Staff time and supplies for fire hydrant maintenance and replacement. Includes flushing the fire hydrants as well as billable workorders after accidents.

Water Quality/Backflow Prevention: Staff time and supplies for water quality maintenance and replacement. Includes a full-time water employee to maintain backflow prevention records to meet City codes in order to protect the water quality throughout the City's water district.

GIS: Includes staff time and consultant services to maintain the water system's inventory through the geographic information system (GIS) and Lucity asset management.

Revenue and Expense Summary

Water								
	Actual			Budget			Percent Change	
	Projected							
	2018	2019	2020	2020	2021	2022	2020-21	2021-22
Operating Revenue								
Charges for Services								
Water Sales	\$ 6,974,478	\$ 6,763,161	\$ 6,044,500	\$ 7,388,000	\$ 6,664,000	\$ 6,866,000	-9.80%	3.03%
Inspection Fees	225	240	120	-	-	-	0.00%	0.00%
Total Charges for Services	6,974,703	6,763,401	6,044,620	7,388,000	6,664,000	6,866,000	-9.80%	3.03%
Miscellaneous Revenue								
Investment Earnings	101,244	115,941	60,275	36,000	38,000	61,000	5.56%	60.53%
Sale of Capital Assets	(12,322)	-	-	-	-	-	0.00%	0.00%
Road/Street Repair Charges	-	209,546	-	-	-	-	0.00%	0.00%
Other Misc Revenue	957	555	200	-	-	-	0.00%	0.00%
Total Miscellaneous Revenue	89,879	326,042	60,475	36,000	38,000	61,000	5.56%	60.53%
Total Operating Revenue	7,064,582	7,089,443	6,105,095	7,424,000	6,702,000	6,927,000	-9.73%	3.36%
Capital Project Revenue								
State Grant	1,500	-	-	-	-	-		
Capital contributions	107,867	37,117	81,678	100,000	20,000	20,000	-80.00%	0.00%
Transfer In from Fund 306	-	-	-	-	-	-	0.00%	0.00%
Total Capital Project Revenue	109,367	37,117	81,678	100,000	20,000	20,000	-80.00%	0.00%
Total Revenue	7,173,949	7,126,560	6,186,773	7,524,000	6,722,000	6,947,000	-10.66%	3.35%
Operating Expenses								
Salaries & Wages	551,712	591,080	522,000	625,379	685,284	700,852	9.58%	2.27%
Personnel Benefits	256,201	259,561	256,623	305,307	338,031	346,353	10.72%	2.46%
Supplies	2,485,899	2,807,777	3,254,374	3,307,300	3,511,700	3,711,700	6.18%	5.70%
Services	676,834	512,698	254,728	323,858	313,088	301,397	-3.33%	-3.73%
Intergovt Services & Taxes	1,007,158	859,426	889,000	1,022,000	946,500	966,700	-7.39%	2.13%
Total Operating Expenses	4,977,804	5,030,542	5,176,725	5,583,844	5,794,603	6,027,002	3.77%	4.01%
Capital Expenses								
Salaries & Wages	1,232	12,910	-	-	-	-	0.00%	0.00%
Personnel Benefits	496	4,543	-	-	-	-	0.00%	0.00%
Supplies	-	-	-	-	-	-	0.00%	0.00%
Services	151,520	90,285	150,000	505,000	925,000	645,000	83.17%	-30.27%
Capital Outlay	1,006,056	65,276	28,204	1,720,000	810,000	1,810,000	-52.91%	123.46%
Principal	133,991	134,271	135,799	135,801	135,945	122,883	0.11%	-9.61%
Interest	12,716	11,329	9,182	11,613	7,753	6,321	-33.24%	-18.47%
Total Capital Expenses	1,306,011	318,614	323,185	2,372,414	1,878,698	2,584,204	-20.81%	37.55%
Transfers Out for Debt Service	-	120,630	186,095	362,678	183,832	358,031	-49.31%	94.76%
Transfers Out for Public Safety Plan	-	940,634	-	221,000	-	-	0.00%	0.00%
Transfers Out for 1% Arts	7,530	5,830	-	-	-	15,000	0.00%	0.00%
Indirect cost allocation	628,374	661,175	684,977	684,977	698,111	705,092	1.92%	1.00%
Total Transfers	635,904	1,728,269	871,072	1,268,655	881,943	1,078,123	-30.48%	22.24%
Total Expenses	6,919,719	7,077,425	6,370,982	9,224,913	8,555,244	9,689,329	-7.26%	13.26%
Beginning Fund Balance	5,483,708	5,737,938	5,787,073	5,723,870	5,602,864	3,769,620		
Change in Fund Balance	254,230	49,135	(184,209)	(1,700,913)	(1,833,244)	(2,742,329)	7.78%	49.59%
Net working capital (Fund Balance)	\$ 5,737,938	\$ 5,787,073	\$ 5,602,864	\$ 4,022,957	\$ 3,769,620	\$ 1,027,291	-6.30%	-72.75%

A new utilities maintenance manager was added to the utility funds.

Capital Projects

The capital projects listed below are capital projects planned for the 2021-2022 biennium. The year in which the project is estimated to be completed has been provided. Additional information on the projects may be found in the Capital Improvement Program section of the budget document.

Capital Projects	2021 Budget	2022 Budget	Anticipated Completion
Water Reservoir and Pump Station	\$ 1,000,000	\$ 1,900,000	2026
Macadam Rd S Water Upgrade	650,000	400,000	2026
GIS Inventory of Water System	50,000	100,000	N/A
Water Comprehensive Plan	20,000	-	2021
Interurban Water Reuse	5,000	5,000	N/A
S 152nd Place Waterline Extension	-	50,000	2023
Total Capital Projects	\$ 1,725,000	\$ 2,455,000	

Salary and Benefit Details

Public Works - Water							
Position Description	2020 FTE	2021 FTE	2021 Budget		2022 FTE	2022 Budget	
			Salaries	Benefits		Salaries	Benefits
Maint & Ops Superintendent	1	1	\$ 104,584	\$ 48,057	1	\$ 109,868	\$ 49,597
Maint & Ops Foreman	1	1	88,699	48,914	1	90,263	50,313
Maint & Ops Specialist	4	4	307,167	163,164	4	312,632	167,404
Water Quality Specialist	1	1	83,008	43,801	1	84,470	44,939
Development/Project Manager	0.4	0.5	54,036	15,366	0.5	55,230	15,224
Information Systems Project Analyst	0	0.1	11,511	5,184	0.1	11,716	5,298
GIS Coordinator	0	0.22	22,279	8,855	0.22	22,673	8,979
Extra Labor			4,000	1,118		4,000	1,063
Overtime			10,000	1,972		10,000	1,836
Clothing Allowance				1,600			1,700
Department Total	7.4	7.82	\$ 685,284	\$ 338,031	7.82	\$ 700,852	\$ 346,353

Debt Service Requirements

The following chart provides information on debt service requirements, by debt issue, for the biennium.

Debt Service	Project	Budget	
		2021	2022
2015 Revenue Bonds	Allentown Phase II		
Principal		40,866	42,258
Interest		6,068	5,112
	Total	46,935	47,370
PWTFL 2001	Duwamish/Valley View		
Principal		14,454	-
Interest		72	-
	Total	14,527	-
PWTFL 2004	Allentown Phase II		
Principal		80,625	80,625
Interest		1,613	1,209
	Total	82,238	81,835
Public Safety Plan 2018 Bond Issuance	Public Works Shops		
Interest		136,714	260,814
	Total	136,714	260,814
Public Safety Plan 2019 Bond Issuance	Public Works Shops		
Interest		47,118	97,217
	Total	47,118	97,217
Total Principal		135,946	122,884
Total Interest		191,585	364,352
Total Debt Service		\$327,531	\$487,236

Amortization of premiums and discounts are not included in this schedule but are included in the Revenue and Expense Summary statement.

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
401.342.400.00.00	PROTECTIVE INSPECTION FEES	225	240	120	-	-	-
401.343.401.00.00	REGULAR MO CHGS/MISC WATER USE	6,940,693	6,736,659	6,033,000	7,366,000	6,642,000	6,844,000
401.343.402.00.00	METER INSTALLATIONS-TEMPORARY	4,525	6,149	500	3,000	3,000	3,000
401.343.403.00.00	REPAIR SERVICES	10,691	1,963	5,000	3,000	3,000	3,000
401.343.405.00.00	MISCELLANEOUS CHARGES	5,700	5,850	2,000	4,000	4,000	4,000
401.343.406.00.00	SHUT-OFF NOTICE SERVICE CHGS	12,870	12,540	4,000	12,000	12,000	12,000
401.344.100.00.00	ROAD/STREET MNTNCE/REPAIR CHGS	-	209,546	-	-	-	-
401.361.110.00.00	INVESTMENT INTEREST	97,527	114,758	60,000	35,000	37,000	60,000
401.361.400.00.00	INTEREST ON RECEIVABLES	3,717	1,184	275	1,000	1,000	1,000
401.369.910.00.00	OTHER	957	555	200	-	-	-
401.374.036.01.01	STATE GRANT - WSDOT REG MOBILITY GRANT	1,500	-	-	-	-	-
401.379.002.00.00	CAPITAL CONTRIBUTIONS-CONTRACTORS/DEVL	34,767	14,685	1,678	-	-	-
401.379.004.00.00	CAPITAL CONTRIBUTIONS-ALLETOWN/RYAN HIL	73,101	22,432	80,000	100,000	20,000	20,000
401.395.100.00.00	GAIN (LOSS) ON DISPOSITION OF CAP ASSETS	(12,322)	-	-	-	-	-
Totals		7,173,949	7,126,560	6,186,773	7,524,000	6,722,000	6,947,000

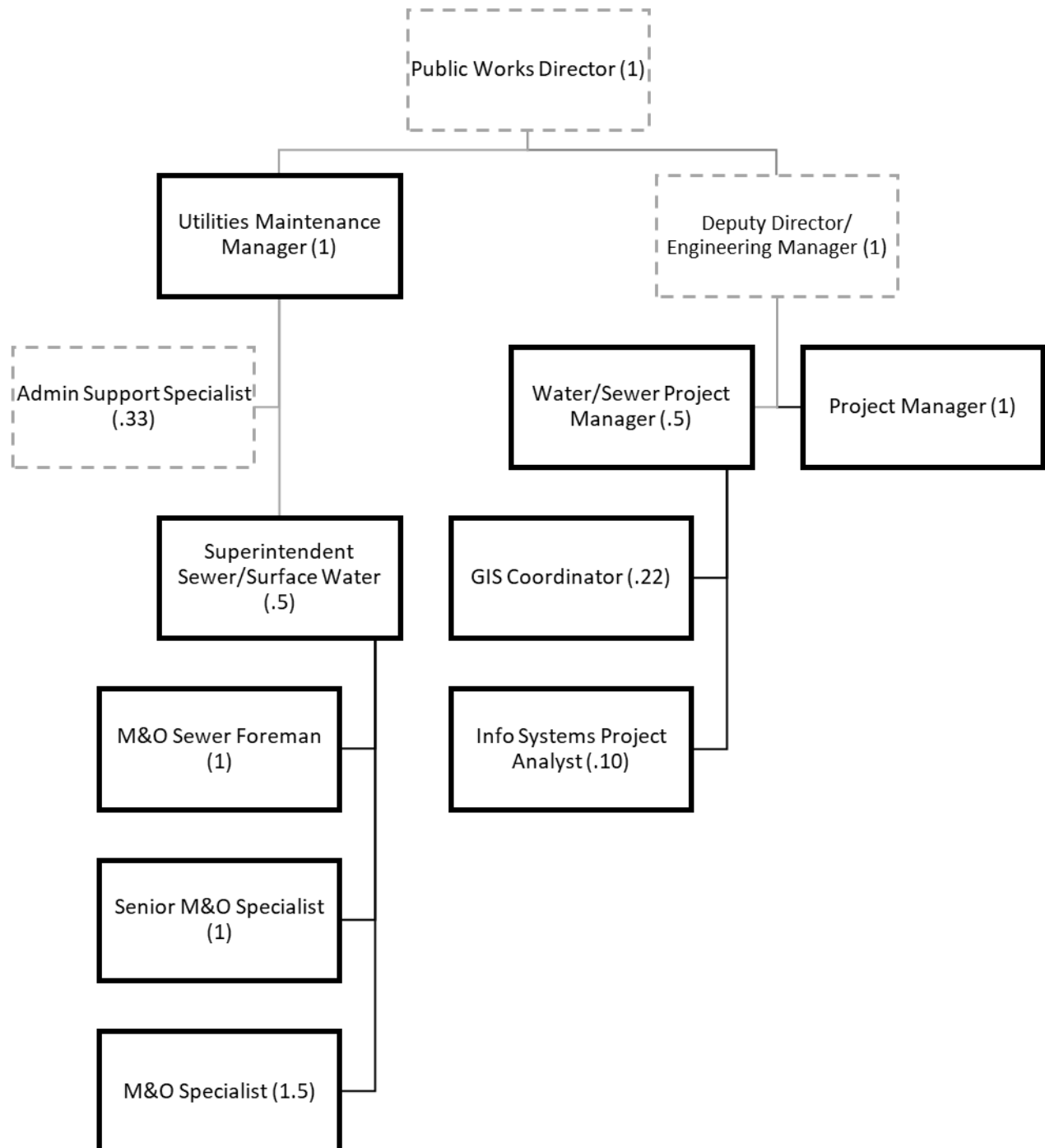
Expenses

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
401.01.534.800.11.00	SALARIES	474,167	529,889	500,000	563,664	583,458	597,233
401.01.534.800.12.00	EXTRA LABOR	-	-	-	4,000	4,000	4,000
401.01.534.800.13.00	OVERTIME	10,730	13,699	7,000	7,000	10,000	10,000
401.01.534.800.21.00	FICA	40,542	40,981	35,550	45,550	45,706	46,759
401.01.534.800.23.00	PERS	66,636	65,597	61,586	71,586	69,365	62,651
401.01.534.800.24.00	INDUSTRIAL INSURANCE	12,438	12,135	16,997	17,997	19,008	19,008
401.01.534.800.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	29	802	700	-	869	890
401.01.534.800.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	4,413	4,446	4,000	4,434	5,060	5,465
401.01.534.800.25.97	SELF-INSURED MEDICAL & DENTAL	110,730	118,131	128,670	138,670	167,017	180,378
401.01.534.800.28.00	UNIFORM CLOTHING	1,155	1,503	1,300	1,330	1,600	1,700
401.01.534.800.31.00	OFFICE & OPERATING SUPPLIES	4,573	437	-	500	500	500
401.01.534.800.31.01	OFFICE & SAFETY SUPPLIES	2,432	6,851	2,000	2,000	2,000	2,000
401.01.534.800.31.02	OPERATING SUPPLIES	5,785	8,161	20,000	26,000	26,000	26,000
401.01.534.800.31.03	REPAIRS & MAINTENANCE SUPPLIES	52,171	35,421	37,000	58,500	58,500	58,500
401.01.534.800.31.04	BILLING SUPPLIES	1,337	2,624	2,300	2,300	2,700	2,700
401.01.534.800.31.05	LARGE METERS	31,770	38,199	40,000	55,000	55,000	55,000
401.01.534.800.33.01	PURCHASED WATER	2,372,202	2,706,731	3,142,000	3,142,000	3,342,000	3,542,000
401.01.534.800.33.04	RECLAIMED WATER	9,559	6,000	6,000	10,000	10,000	10,000
401.01.534.800.35.00	SMALL TOOLS & MINOR EQUIPMENT	6,070	3,351	4,000	8,500	12,500	12,500
401.01.534.800.35.01	TRAFFIC CONTROL SUPPLIES	-	-	1,000	2,500	2,500	2,500
401.01.534.800.41.00	PROFESSIONAL SERVICES	187,962	4,035	8,000	8,000	8,000	8,000
401.01.534.800.41.01	UTILITY ONE CALL SERVICE	639	725	500	500	750	750
401.01.534.800.41.02	PHYSICALS - HEARING TESTS	142	198	500	1,000	500	500
401.01.534.800.42.00	COMMUNICATION	2,866	6,160	4,000	2,500	7,000	8,000
401.01.534.800.43.00	TRAVEL	1,788	701	700	1,500	1,500	1,500
401.01.534.800.45.00	OPERATING RENTALS & LEASES	2,452	2,620	2,800	1,500	1,500	1,500
401.01.534.800.45.94	EQUIPMENT RENTAL - REPLACEMENT	109,461	81,143	46,518	93,036	55,196	39,877
401.01.534.800.45.95	EQUIPMENT RENTAL - O & M	51,409	54,958	42,888	85,775	82,573	82,194
401.01.534.800.46.01	INSURANCE-LIABILITY	16,410	17,227	19,131	21,661	18,069	19,876
401.01.534.800.47.00	PUBLIC UTILITY SERVICES	23	-	-	-	-	-
401.01.534.800.47.01	DIRT DISPOSAL	818	1,842	2,000	5,000	5,000	5,000
401.01.534.800.47.21	PUBLIC UTILITY SERVICES-ELECTRICITY	14,192	19,099	23,000	20,286	23,000	24,000
401.01.534.800.47.25	PUBLIC UTILITY SERVICES-WATER/SEW	3,171	3,227	3,000	1,100	4,000	4,200
401.01.534.800.48.00	REPAIRS & MAINTENANCE	215,068	19,682	20,000	15,000	19,000	19,000
401.01.534.800.49.00	MISCELLANEOUS	4,611	2,664	3,000	12,000	6,000	6,000
401.01.534.800.49.01	DOH PERMIT	4,943	5,045	6,000	5,000	6,000	6,000
401.01.534.800.49.08	CREDIT CARD FEES	60,879	68,514	70,000	50,000	75,000	75,000
401.01.534.800.49.53	MISCELLANEOUS	-	92,073	280,000	280,000	280,000	280,000
401.01.534.800.49.54	MISC-INTERFUND UTILITY TAX	-	501,420	609,000	742,000	666,500	686,700
401.01.534.800.53.00	EXT TAXES & OPERATING ASSMNTS	309,587	182,744	-	-	-	-

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
401.01.534.800.54.01	INTERFUND TAXES & OPER ASSMNTS	697,571	175,262	-	-	-	-
401.01.534.801.11.00	SALARIES	66,815	47,492	15,000	57,715	87,826	89,619
401.01.534.801.21.00	FICA	4,552	4,263	2,000	4,106	6,719	6,856
401.01.534.801.23.00	PERS	7,171	7,262	3,000	7,330	10,197	9,186
401.01.534.801.24.00	INDUSTRIAL INSURANCE	328	140	350	148	277	277
401.01.534.801.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	3	87	70	-	130	133
401.01.534.801.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	503	423	400	474	535	578
401.01.534.801.25.97	MEDICAL, DENTAL, LIFE, OPTICAL	7,703	3,792	2,000	6,682	11,548	12,472
401.01.534.801.31.00	OFFICE & OPERATING SUPPLIES	-	-	74	-	-	-
401.01.534.801.41.00	PROFESSIONAL SERVICES	-	26,746	-	-	-	-
401.01.534.801.48.00	REPAIRS & MAINTENANCE	-	106,038	-	-	-	-
401.01.534.801.49.00	MISCELLANEOUS	-	-	2,691	-	-	-
401.01.594.340.64.00	MACHINERY & EQUIPMENT	-	40,401	20,000	20,000	10,000	-
401.01.597.190.00.00	MISCELLANEOUS GENERAL GOVERNMENT	628,374	661,175	684,977	684,977	698,111	705,092
401.01.597.208.00.00	TRANSFER OUT-FUND 2018	-	120,630	16,084	-	-	-
401.01.597.219.00.00	TRANSFERS OUT - DEBT SERVICE	-	-	33,297	44,625	47,118	97,217
401.01.597.301.00.00	TRANSFERS OUT - FUND 301	7,530	5,830	-	-	-	15,000
401.01.597.306.00.00	TRANSFERS OUT-FUND 306	-	-	-	221,000	-	-
401.01.597.380.00.00	TRANSFERS OUT	-	-	136,714	136,714	136,714	260,814
401.01.598.500.00.00	Misc Expense - Non-Operating	-	940,634	-	-	-	-
401.02.591.344.78.00	PW 04-691-069 PRINCIPAL	80,625	80,625	80,625	80,626	80,625	80,625
401.02.591.345.78.00	INTERGOVERNMENTAL LOANS	14,454	14,454	14,454	14,455	14,454	-
401.02.591.347.72.00	REVENUE BONDS	38,911	39,191	40,720	40,720	40,866	42,258
401.02.592.340.88.00	AMORTIZATION COSTS	1,103	1,103	-	-	-	-
401.02.592.344.83.00	PW-04-691-069 INTEREST	2,587	2,184	2,016	2,016	1,613	1,209
401.02.592.345.83.00	PW-01-691-064 VAL VUE INTEREST	253	181	145	144	72	-
401.02.592.346.83.00	INTEREST ON LONG-TERM EXTERNAL DEBT	-	-	-	181,339	-	-
401.02.592.347.83.00	INTEREST ON LONG-TERM EXTERNAL DEBT	8,773	7,862	7,021	7,021	6,068	5,112
401.02.592.350.88.00	AMORTIZATION COSTS	-	-	-	(765)	-	-
401.02.592.352.88.00	AMORTIZATION COSTS	-	-	-	2,094	-	-
401.02.592.353.88.00	2006 REV BOND DEBT ISSUE AMORTIZATION	-	-	-	1,103	-	-
401.98.594.340.11.00	SALARIES	1,232	12,910	-	-	-	-
401.98.594.340.21.00	FICA	90	985	-	-	-	-
401.98.594.340.23.00	PERS	156	1,650	-	-	-	-
401.98.594.340.24.00	INDUSTRIAL INSURANCE	21	138	-	-	-	-
401.98.594.340.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	12	113	-	-	-	-
401.98.594.340.25.97	MEDICAL, DENTAL, LIFE, OPTICAL	217	1,656	-	-	-	-
401.98.594.340.41.00	PROFESSIONAL SERVICES	151,520	90,285	150,000	505,000	925,000	645,000
401.98.594.340.61.00	LAND	-	-	-	-	500,000	10,000
401.98.594.340.64.00	MACHINERY & EQUIPMENT	-	-	8,204	-	-	-
401.98.594.340.65.00	CONSTRUCTION PROJECTS	1,006,056	24,875	-	1,700,000	300,000	1,800,000
Totals		6,919,719	7,077,424	6,370,982	9,224,913	8,555,244	9,689,329



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Public Works – Sewer

DEPARTMENT: Public Works**FUND:** Sewer**RESPONSIBLE MANAGER:** Hari Ponnekanti**FUND NUMBER:** 402**POSITION:** Interim Public Works Director

Description

The mission of the Sewer Utility is to operate and maintain a sewer collection system that will ensure the health, safety, and welfare of the citizens and visitors of Tukwila. The Sewer Utility is responsible for the maintenance of approximately 39 miles of gravity sewer main and the operation and maintenance of 12 lift stations and force mains. These lift stations pump approximately 60% of all sewage in the City (approximately 460 million gallons). The Sewer Utility maintains relationships with adjoining jurisdictions, cities, water districts, sewer districts, King County Department of Natural Resources & Parks, Wastewater Treatment Division, State Department of Ecology, State Department of Health, and King County Health Department.

2019-2020 Accomplishments

- ◆ Evaluated system-wide conditions for potential upgrades for Annual Sewer Repair Program. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Ongoing construction of CBD Sanitary Sewer Rehabilitation. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Replaced generator, control system, and concrete slab at Sewer Lift Station No. 2. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Upgraded the electrical system at Sewer Lift Station No. 4. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Continued development of the GIS as-builts of city sewer infrastructure. **Strategic Goal 1. Utility Comp Plan Goal 12.1**

2021-2022 Outcome Goals

- ◆ Improve sewer system efficiency.
- ◆ Improve sewer system reliability.
- ◆ Improve sewer system capacity.

2021-2022 Indicators of Success

- ◆ Evaluate system-wide conditions for potential upgrades for Annual Sewer Repair Program.
- ◆ Ongoing construction of CBD Sanitary Sewer Rehabilitation.
- ◆ Complete update to Sewer Comprehensive Plan.
- ◆ Begin the Abandon Sewer Lift Station No. 9 Project.
- ◆ Continued development of the GIS as-builts of city sewer infrastructure.

Statistics

	Actual		Estimated	Projected	
	2018	2019	2020	2021	2022
Maintain and Improve Sewer System					
Number of linear feet TV inspected	10,000	10,000	10,000	10,000	10,000
Number of linear feet of sewer pipe jet cleaned	200,000	206,000	206,000	206,000	206,000
Number of manholes cleaned	850	1,261	1,261	1,261	1,261
Capital					
Hours of 10 sewer lift stations monitoring of pump hours, start counts, and generator operation (weekly)	2 FTEs, 11 hours a week	2 FTEs, 11 hours a week	2 FTEs, 11 hours a week	2 FTEs, 11 hours a week	2 FTEs, 11 hours a week
Customers					
Number of sewer customers	1,836	1,845	1,855	1,860	1,865
Number of total sewer system miles	39	39	39	39	39

Fund Detail

Staffing and Expenditure by Program

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2021	% of Total Budget	2022	% of Total Budget	2021-22
Administration	0.60	7,426,411	63.2%	7,700,161	65.2%	3.7%
Capital Improvement Projects	2.50	3,725,724	31.7%	3,493,923	29.6%	(6.22%)
Pump Station Monitoring/ Maintenance	1.13	255,106	2.2%	258,313	2.2%	1.3%
Cleaning, jetting, flushing, inspecting sewer	1.11	149,192	1.3%	151,881	1.3%	1.8%
Sewer Mains/ Service Lines	1.11	139,433	1.2%	141,159	1.2%	1.2%
GIS	0.37	55,431	0.5%	56,388	0.5%	1.7%
PROGRAM TOTALS	6.82	11,751,296	100%	11,801,825	100%	0.4%

Program Descriptions

Administration: Includes costs payable to King County sewage treatment (pass-through). Includes supervisor staff time for personnel along with operating supplies, copiers, insurance, communication, hearing tests, training, and utility one-call service. Includes fleet operation and fleet replacement costs. Also includes Indirect Cost Allocation and the City's Interfund Tax.

Capital Improvement Projects: Includes all capital projects as well as staff time to administer the design and construction of sewer capital improvement projects.

Pump Station Monitoring/Maintenance: Covers all work at the City's sewer pump stations, which includes monitoring and maintenance.

Cleaning, Jetting, flushing, inspecting sewer: Staff time and supplies for ongoing program of cleaning, jetting, and flushing the sewer mains.

Sewer Mains/Service Lines: Staff time and supplies for sewer main maintenance and replacement by the City's sewer crew.

GIS: Includes staff time and consultant services to maintain the sewer system's inventory through the geographic information system (GIS) and Lucity asset management.

Revenue and Expense Summary

Sewer								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Charges for Services								
Sewer Sales	\$ 9,991,886	\$10,065,915	\$ 8,940,000	\$ 9,732,000	\$ 9,952,000	\$10,205,000	2.26%	2.54%
Total Charges for Services	9,991,886	10,065,915	8,940,000	9,732,000	9,952,000	10,205,000	2.26%	2.54%
Miscellaneous Revenue								
Investment Earnings	146,690	305,687	100,400	55,000	55,000	55,000	0.00%	0.00%
Capital Contributions	-	370,848	51,672	-	-	-	0.00%	0.00%
Total Miscellaneous Revenue	146,690	676,535	152,072	55,000	55,000	55,000	0.00%	0.00%
Total Operating Revenue	10,138,576	10,742,450	9,092,072	9,787,000	10,007,000	10,260,000	2.25%	2.53%
Capital Project Revenue								
Intergovernmental -Grants	243,356	150,084	85,000	125,000	25,000	25,000	-80.00%	0.00%
Transfer In from Fund 306	-	-	-	-	-	-	0.00%	0.00%
Total Capital Project Revenue	243,356	150,084	85,000	125,000	25,000	25,000	-80.00%	0.00%
Total Revenue	10,381,932	10,892,534	9,177,072	9,912,000	10,032,000	10,285,000	1.21%	2.52%
Operating Expenses								
Salaries & Wages	411,836	360,177	367,243	399,958	680,038	692,457	70.03%	1.83%
Personnel Benefits	191,952	186,796	173,316	184,448	309,020	315,149	67.54%	1.98%
Supplies	4,720,573	4,864,711	4,783,350	4,788,600	5,004,600	5,252,600	4.51%	4.96%
Services	1,436,271	521,090	237,915	302,957	292,887	289,458	-3.32%	-1.17%
Intergov't Services & Taxes	1,151,941	1,187,196	987,000	1,113,700	1,195,700	1,221,000	7.36%	2.12%
Total Operating Expenses	7,912,573	7,119,970	6,548,824	6,789,663	7,482,245	7,770,664	10.20%	3.85%
CIP Expenses								
Salaries & Wages	1,123	1,614	30,000	-	-	-	0.00%	0.00%
Personnel Benefits	333	568	10,825	-	-	-	0.00%	0.00%
Supplies	-	-	-	-	-	-	0.00%	0.00%
Services	42,323	17,402	150,000	400,000	577,000	815,000	44.25%	41.25%
Capital Outlay	91,481	18,843	335,000	1,500,000	2,625,000	2,050,000	75.00%	-21.90%
Principal	326,224	326,882	330,537	330,537	330,886	334,205	0.11%	1.00%
Interest	32,687	29,347	24,226	128,194	20,786	17,349	-83.79%	-16.54%
Total Capital Expenses	494,172	394,656	880,588	2,358,731	3,553,672	3,216,554	50.66%	-9.49%
Non-Cash Accounting Adjustments								
Transfers Out for Public Safety Plan	-	80,420	97,316	724,837	102,730	200,076	-85.83%	94.76%
Transfer Out for 1% Arts	13,000	21,440	13,000	13,000	24,500	20,500	88.46%	-16.33%
Indirect cost allocation	478,688	504,022	522,167	522,167	588,149	594,031	12.64%	1.00%
Total Non-Cash Accounting Adjustments	491,688	605,882	632,483	1,260,004	715,379	814,607	-43.22%	13.87%
Total Expenses	8,898,432	8,120,508	8,061,895	10,408,398	11,751,296	11,801,825	12.90%	0.43%
Beginning Fund Balance	8,274,061	9,757,561	12,529,586	9,349,164	13,644,763	11,925,467	45.95%	-12.60%
Change in Fund Balance	1,483,500	2,772,025	1,115,177	(496,398)	(1,719,296)	(1,516,825)	246.35%	-11.78%
Net working capital (Fund Balance)	\$ 9,757,561	\$12,529,586	\$13,644,763	\$ 8,852,766	\$11,925,467	\$10,408,643	34.71%	-12.72%

A new utilities maintenance manager was added to the utility funds.

Capital Projects

The capital projects listed below are capital projects planned for the 2021-2022 biennium. The year in which the project is estimated to be completed has been provided. Additional information on the projects may be found in the Capital Improvement Program section of the budget document as well as the Capital Improvement Program document, which is adopted annually.

Capital Projects	2021 Budget	2022 Budget	Anticipated Completion
GIS Inventory of Sewer System	\$ 10,000	\$ 50,000	N/A
CBD Sanitary Sewer Rehabilitation	1,695,000	1,170,000	2024
Sewer Lift Stations & Generator Upgrades	240,000	-	N/A
Sewer Lift Station No. 2 Upgrades	170,000	-	2021
Sewer Comprehensive Plan	150,000	-	2021
Abandon Sewer Lift Station No. 9	-	450,000	2023
Southcenter Blvd Sewer Upgrade	-	200,000	2026
Other (Annual Maint, etc)	937,000	995,000	N/A
Total Capital Projects	\$ 3,202,000	\$ 2,865,000	

Salary and Benefit Details

Sewer							
Position Description	2020 FTE	2021 FTE	2021 Budget		2022 FTE	2022 Budget	
			Salaries	Benefits		Salaries	Benefits
Maint & Ops Superintendent	0.5	0.5	\$ 54,126	\$ 21,888	0.5	\$ 55,084	\$ 22,130
Maint & Ops Foreman	1	1	88,699	48,914	1	90,263	50,313
Sr Maint & Ops Specialist	1	1	82,708	47,726	1	84,170	49,186
Maint & Ops Specialist	1.5	1.5	115,940	51,275	1.5	117,990	52,050
Utilities Maintenance Manager	0	1	128,327	54,792	1	130,869	55,870
Development/Project Manager	0.4	1.5	169,448	68,419	1.5	172,692	69,416
Information Systems Project Analyst	0	0.1	11,511	5,184	0.1	11,716	5,298
GIS Coordinator	0	0.22	22,279	8,855	0.22	22,673	8,979
Extra Labor			-	-		-	-
Overtime			7,000	1,377		7,000	1,282
Clothing Allowance				590			625
Department Total	4.4	6.82	\$ 680,038	\$ 309,020	6.82	\$ 692,457	\$ 315,149

Sewer Fund – Debt Service Requirements

The following chart provides information on debt service requirements, by debt issue, for the biennium.

<i>Debt Service</i>	<i>Project</i>	<i>Budget</i>	
		<i>2021</i>	<i>2022</i>
2015 Revenue Bonds	Allentown Phase II		
Principal		\$ 97,450	\$ 100,769
Interest		14,470	12,190
		111,921	112,959
PWTFL 2004	Allentown Phase II		
Principal		192,261	192,261
Interest		3,845	2,884
		196,106	195,145
PWTFL 2014	CBD Sewer Rehab		
Principal		41,175	41,175
Interest		2,471	2,265
		43,645	43,440
Public Safety Plan 2018 Bond Issuance	Public Works Shops		
Interest		76,399	145,749
	Total	76,399	145,749
Public Safety Plan 2019 Bond Issuance	Public Works Shops		
Interest		26,331	54,327
	Total	26,331	54,327
Total Principal		330,886	334,205
Total Interest		123,516	217,415
Total Debt Service		\$ 454,402	\$ 551,620

Amortization of premiums and discounts are not included in this schedule but are included in the Revenue and Expense Summary statement.

General Ledger Code Details

Revenue

GL Account Code Account Description	Actual		Projected 2020	Budget		
	2018	2019		2020	2021	2022
402.343.501.00.00 REGULAR MONTHLY CHARGES	9,595,125	9,767,054	8,700,000	9,482,000	9,702,000	9,955,000
402.343.503.00.00 MISCELLANEOUS CHARGES	396,760	298,861	240,000	250,000	250,000	250,000
402.344.100.00.00 ROAD/STREET MNTNCE/REPAIR CHGS	-	370,848	51,672	-	-	-
402.361.110.00.00 INVESTMENT INTEREST	163,390	209,505	100,000	50,000	50,000	50,000
402.361.112.00.00 INVESTMENT INTEREST ACCRUED	2,149	5,112	-	-	-	-
402.361.320.00.00 UNRLZD GAIN(LOSS)-INVESTMENTS	(30,773)	83,113	-	-	-	-
402.361.400.00.00 INTEREST ON RECEIVABLES	11,925	7,957	400	5,000	5,000	5,000
402.379.002.00.00 CAPITAL CONTRIBUTIONS-CONTRACTORS/DEVL	29,167	17,495	-	-	-	-
402.379.004.00.00 CAPITAL CONTRIBUTIONS-AlLENTOWN/Ryan HIL	214,189	132,589	85,000	125,000	25,000	25,000
Totals	10,381,932	10,892,534	9,177,072	9,912,000	10,032,000	10,285,000

Expense

GL Account Code Account Description	Actual		Projected 2020	Budget		
	2018	2019		2020	2021	2022
402.01.535.800.11.00 SALARIES	341,529	281,632	337,801	337,801	341,473	347,506
402.01.535.800.13.00 OVERTIME	2,787	8,138	4,442	4,442	7,000	7,000
402.01.535.800.21.00 FICA	25,772	25,697	26,228	26,228	26,658	27,120
402.01.535.800.23.00 PERS	42,958	43,135	42,901	42,901	40,458	36,337
402.01.535.800.24.00 INDUSTRIAL INSURANCE	7,614	7,737	10,284	10,284	10,669	10,669
402.01.535.800.24.50 PAID FAMILY & MEDICAL LEAVE PREMIUMS	17	451	500	-	505	514
402.01.535.800.25.00 MEDICAL,DENTAL,LIFE,OPTICAL	3,073	2,921	2,822	2,822	3,696	3,991
402.01.535.800.25.97 SELF-INSURED MEDICAL & DENTAL	91,556	86,130	82,491	82,491	89,195	96,330
402.01.535.800.28.00 UNIFORM CLOTHING	686	432	570	570	590	625
402.01.535.800.31.00 OFFICE & OPERATING SUPPLIES	2,082	62	-	-	-	-
402.01.535.800.31.01 OFFICE & SAFETY SUPPLIES	1,785	2,436	2,500	3,000	3,000	3,000
402.01.535.800.31.02 OPERATING SUPPLIES	11,847	8,747	10,000	11,600	11,600	11,600
402.01.535.800.31.03 REPAIRS & MAINTENANCE SUPPLIES	4,685	9,478	5,000	4,000	5,000	5,000
402.01.535.800.31.04 BILLING SUPPLIES	1,337	2,624	3,000	3,000	3,000	3,000
402.01.535.800.33.00 METRO SEWAGE TREATMENT	4,696,934	4,839,714	4,762,000	4,762,000	4,977,000	5,225,000
402.01.535.800.35.00 SMALL TOOLS & MINOR EQUIPMENT	1,903	704	700	2,500	2,500	2,500
402.01.535.800.35.01 TRAFFIC CONTROL DEVICES	-	-	-	2,500	2,500	2,500
402.01.535.800.41.00 PROFESSIONAL SERVICES	171,468	3,227	3,000	1,000	2,000	2,000
402.01.535.800.41.01 UTILITY ONE CALL SERVICE	639	725	700	700	700	700
402.01.535.800.41.02 PHYSICALS - HEARING TESTS	196	99	600	300	400	400
402.01.535.800.41.04 TV EQUIPMENT SOFTWARE	-	-	1,000	1,000	2,000	2,000
402.01.535.800.42.00 COMMUNICATION	1,387	5,162	5,000	2,500	6,000	6,300
402.01.535.800.43.00 TRAVEL	1,755	1,303	1,400	2,000	2,000	2,000
402.01.535.800.44.00 ADVERTISING	1,009	-	-	150	-	-
402.01.535.800.45.00 OPERATING RENTALS & LEASES	80	18	20	2,000	2,000	2,000
402.01.535.800.45.94 EQUIPMENT RENTAL - REPLACEMENT	52,195	56,292	37,115	74,230	44,039	31,817
402.01.535.800.45.95 EQUIPMENT RENTAL - O & M	30,310	59,775	18,705	37,410	43,713	46,802
402.01.535.800.46.01 INSURANCE-LIABILITY	5,470	10,828	11,375	12,667	9,035	9,939
402.01.535.800.47.00 PUBLIC UTILITY SERVICES	-	-	-	1,000	-	-
402.01.535.800.47.02 WASTE MATERIALS DISPOSAL	-	-	-	3,000	3,000	3,000
402.01.535.800.47.21 PUBLIC UTILITY SERVICES-ELECTRICITY	16,597	16,609	17,000	21,000	21,000	21,000
402.01.535.800.47.25 PUBLIC UTILITY SERVICES-WATER/SEWER	17,073	19,925	20,000	20,000	22,000	23,500
402.01.535.800.48.00 REPAIRS & MAINTENANCE	1,056,287	32,072	33,000	24,000	35,000	35,000
402.01.535.800.48.01 PUMP STATION PAINTING	-	-	-	12,500	-	-
402.01.535.800.48.03 GROUTING AND SEALING	-	-	-	2,500	-	-
402.01.535.800.48.04 TELEMETRY REPAIR	5,591	3,938	4,000	10,000	10,000	10,000
402.01.535.800.49.00 MISCELLANEOUS	7,109	1,742	2,000	5,000	5,000	5,000
402.01.535.800.49.08 CREDIT CARD FEES	69,105	78,003	80,000	70,000	85,000	88,000
402.01.535.800.49.53 MISC-EXT TAXES, OPER ASSESS (INT GOV'T)	-	87,750	87,000	135,000	200,000	200,000
402.01.535.800.49.54 MISC-INTERFUND UTILITY TAX	-	684,018	800,000	978,700	995,700	1,021,000
402.01.535.800.53.00 EXT TAXES & OPERATING ASSMNTS	151,725	93,903	100,000	-	-	-
402.01.535.800.54.02 INTERFUND TAXES & OPER ASSMNTS	1,000,215	321,524	-	-	-	-
402.01.535.801.11.00 SALARIES	67,521	70,407	25,000	57,715	331,565	337,951

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
402.01.535.801.21.00	FICA	4,551	4,877	1,500	4,446	25,356	25,853
402.01.535.801.23.00	PERS	7,171	8,321	3,000	7,330	38,495	34,640
402.01.535.801.24.00	INDUSTRIAL INSURANCE	344	347	500	248	2,115	2,115
402.01.535.801.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	3	87	70	-	491	500
402.01.535.801.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	503	519	250	474	2,668	2,881
402.01.535.801.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	7,703	6,138	2,200	6,654	68,124	73,574
402.01.535.801.31.00	OFFICE & OPERATING SUPPLIES	-	946	150	-	-	-
402.01.535.801.41.00	PROFESSIONAL SERVICES	-	87,557	-	-	-	-
402.01.535.801.48.00	REPAIRS & MAINTENANCE	-	143,809	-	-	-	-
402.01.535.801.49.00	MISCELLANEOUS	-	-	3,000	-	-	-
402.01.594.350.64.00	MACHINERY & EQUIPMENT	-	3,130	-	-	-	-
402.01.597.190.00.00	MISCELLANEOUS GENERAL GOVERNMENT	478,688	504,022	522,167	522,167	588,149	594,031
402.01.597.208.00.00	TRANSFER OUT-FUND 208	-	80,420	-	-	-	-
402.01.597.219.00.00	TRANSFERS OUT - DEBT SERVICE	-	-	18,607	24,938	26,331	54,327
402.01.597.301.00.00	TRANSFERS OUT - FUND 301	13,000	21,440	13,000	13,000	24,500	20,500
402.01.597.306.00.00	TRANSFERS OUT-FUND 306	-	-	-	623,500	-	-
402.01.597.380.00.00	TRANSFERS OUT	-	-	76,399	76,399	76,399	145,749
402.02.591.354.78.00	PW 04-691-069 PRIN	192,261	192,261	192,261	192,261	192,261	192,261
402.02.591.357.72.00	206 REVENUE BONDS PRINCIPAL	92,789	93,456	97,101	97,101	97,450	100,769
402.02.591.357.78.00	PC13-961-075 PRIN	41,175	41,175	41,175	41,175	41,175	41,175
402.02.592.350.88.00	DEBT ISSUANCE COSTS	2,631	2,631	-	-	-	-
402.02.592.351.88.00	AMORTIZATION COSTS	-	-	-	2,631	-	-
402.02.592.354.83.00	PW-04-691-069 INTEREST	6,168	5,207	4,807	4,807	3,845	2,894
402.02.592.357.83.00	INTEREST ON LONG-TERM EXTERNAL DEBT	20,920	21,630	16,743	118,080	14,470	12,190
402.02.592.358.83.00	PC13-961-075 INTEREST	2,968	(120)	2,676	2,676	2,471	2,265
402.98.594.353.11.00	SALARIES	1,123	1,614	30,000	-	-	-
402.98.594.353.21.00	FICA	85	123	2,500	-	-	-
402.98.594.353.23.00	PERS	143	206	4,000	-	-	-
402.98.594.353.24.00	INDUSTRIAL INSURANCE	14	17	800	-	-	-
402.98.594.353.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	6	14	225	-	-	-
402.98.594.353.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	87	207	3,300	-	-	-
402.98.594.353.41.00	PROFESSIONAL SERVICES	42,323	17,402	150,000	400,000	577,000	815,000
402.98.594.353.64.00	MACHINERY & EQUIPMENT	-	-	35,000	-	25,000	-
402.98.594.353.65.00	CONSTRUCTION PROJECTS	91,481	15,714	300,000	1,500,000	2,600,000	2,050,000
Totals		8,898,432	8,120,508	8,061,895	10,408,398	11,751,296	11,801,825

DEPARTMENT: Parks & Recreation**FUND:** Golf Course**RESPONSIBLE MANAGER:** Rick Still**FUND NUMBER:** 411**POSITION:** Parks & Recreation Director**Description**

The mission of Foster Golf Links (FGL) is to provide a quality golfing experience for those that live, work, and play in Tukwila. The golf course is operated as an enterprise fund with revenues covering all maintenance, pro shop services, and capital costs.

2019-2020 Accomplishments

- ◆ Increased number of rounds of play in 2019 to 50,561 (2.5%) by increasing social media presence and reached the 1,000 follower's milestone on Facebook. **Strategic Goals 2, 3, & 5. PROS Plan Goals 3 & 4.**
- ◆ Replaced point of sale system with Golfnow G1 optimizing our online registrations. **Strategic Goals 2, 3, & 5. PROS Plan Goals 3 & 4.**
- ◆ Implemented golf cart replacement program with 12 new carts. **Strategic Goal 4. PROS Plan Goals 3 & 5.**
- ◆ Provided customer engagement opportunities through clinics and the addition of practice nets. **Strategic Goals 2, 3, & 5. PROS Plan Goals 3 & 4.**
- ◆ Continued commitment to growing the game through the Jr. PGA Golf program and First Tee of Seattle. **Strategic Goals 2 & 4. PROS Plan Goals 2, 3, 4, & 5.**
- ◆ Added security features to Golf Shop to protect against theft. **Strategic Goals 2, 3, & 5. PROS Plan Goals 3 & 4.**
- ◆ Rebuilt the bunker on hole #5 with better drainage to eliminate the annual pond feature in the bunker. **Strategic Goal 1, 4, & 5. PROS Plan Goals 4 & 5. S**
- ◆ Performed irrigation audits to better manage water system and optimize water usage and improve course conditions for healthier turf. **Strategic Goal 1, 4, & 5. PROS Plan Goals 4 & 5.**
- ◆ Reduced the size of collars by 60%, fairways by 5%, which increased playable grass quality while decreasing costs for fairway fertilizer by \$3,000. **Strategic Goal 1, 4, & 5. PROS Plan Goals 4 & 5.**

2021-2022 Outcome Goals

- ◆ Continue with Cart Replacement Plan to reduce downtime and repairs on older carts. **Strategic Goal 4. PROS Plan Goals 3 & 5.**
- ◆ Perform Deep Tine Aerification and top dressing to increase playability of course during the shoulder months. **Strategic Goal 4 & 5. PROS Plan Goals 4 & 5.**
- ◆ Implement divot repair program through partnership with Men's and Ladies Club. **Strategic Goal 4 & 5. PROS Plan Goals 4 & 5.**
- ◆ Perform capital improvements at the course for playability and sustainability. **Strategic Goal 4 & 5. PROS Plan Goals 4 & 5.**

- ◆ Continue to employ player engagement through marketing and clinics. **Strategic Goals 2, 3, & 4. PROS Plan Goals 2, 3, 4, & 5.**
- ◆ Reduce chemical and fertilizer expenditures through turf management and watering practices. **Strategic Goal 4 & 5. PROS Plan Goals 4 & 5.**

2021-2022 Indicators of Success

- ◆ Maintain rounds of play above 46,000 per year.
- ◆ Attract new customers.
- ◆ Improved satisfaction with equipment.
- ◆ Better drainage on course, reduced soft spots, and healthier turf.
- ◆ Increased use of carts on course (not regulated to cart path only) during shoulder months.

Cart Replacement Program

To provide a consistent and quality golfing experience for the customer, Foster Golf Links has included funding in the budget for the purchase of EZGO golf carts. The purchase of EZGO golf carts supports the cart replacement program which was restarted in 2019. The program ensures the service lives of our aging fleet of carts does not exceed 9 years and reduces excessive maintenance cost. The budget includes EZGO cart purchases as follows:

Year	Equipment	Price
2021	17 EZGO Carts	\$80,000
2022	8 EZGO Carts	\$40,000

As part of the purchase in 2021, 19 of the oldest carts will be traded-in and 7 carts in 2022.

Fleet Program (Maintenance Equipment)

In 2020 Foster Golf Links maintenance assumed responsibility for the management of fleet program to allow for replacement of equipment on an as needed basis via a one in one out methodology. Equipment is evaluated annually for life expectancy based on condition and need for repairs. The fleet plan is a sustainable plan and allows for the following:

Year	Equipment	Price
2021	Rough Mower	\$80,000
2021	Reel Grinder	\$54,000
2021	BedKnife Grinder	\$31,000
2021	Aerator	\$25,000
2021	Tractor and Backhoe	\$44,000
2022	Fairway Mower	\$65,000
2022	Utility Cart	\$12,000
2022	Blower	\$10,000
Total		\$321,000

Staffing and Expenditures by Program

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2021	% of Total Budget	2022	% of Total Budget	2021-22
Course Setup and Maintenance	3.00	383,000	20.8%	394,000	21.4%	2.9%
Irrigation	0.40	58,000	3.1%	60,000	3.3%	3.4%
Fleet Maintenance	0.60	184,000	10.0%	186,000	10.1%	1.1%
Carts	0.25	135,000	7.3%	99,000	5.4%	-26.7%
Golf Shop Operations	2.75	424,081	23.0%	439,127	23.8%	3.5%
Golf Shop Administration	0.50	128,000	6.9%	131,000	7.1%	2.3%
Golf Maintenance Administration	0.75	275,000	14.9%	277,000	15.0%	0.7%
Capital Improvements	-	50,000	2.7%	50,000	2.7%	0.0%
Indirect Cost Allocation	-	206,798	11.2%	208,866	11.3%	1.0%
PROGRAM TOTALS	8.25	1,843,879	100%	1,844,993	100%	0.1%

Program Descriptions

Course Setup and Maintenance: Execute maintenance tasks on PGA -rated Foster Golf Links, including maintenance of cart paths, course accessories, irrigation, landscape, sand bunkers, set course, turf, and equipment necessary to care for the course.

Irrigation: Provide necessary repairs and performance checks to ensure golf course is properly watered.

Fleet Maintenance: Perform demand and scheduled maintenance to golf equipment and power carts to support golf operations.

Carts: Perform daily cleaning and fueling of power carts. Includes the cost or renting power carts for tournaments.

Golf Shop Operations: Provide customer service to players of the golf course, including clinics, lessons, golf shop merchandising, tournament hosting, men's and ladies club events and overall customer engagement.

Golf Shop Administration: Provide leadership and management to golf shop operations including budget, marketing and sponsorship opportunities

Golf Maintenance Administration: Provide leadership and management to golf maintenance operations including budget, fleet management, capital improvements and turf health.

Capital Improvements: Funds are used to enhance and repair golf clubhouse and course improvements.

Indirect Cost Allocation: Cost associated for the general fund support from Finance, Human Resources, City Clerk, Mayor's Office and Council.

Revenue and Expense Summary

Foster Golf Course								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Charges for Services								
Green Fees, Instruction	\$ 1,069,327	\$ 1,098,867	\$ 1,210,339	\$ 1,088,500	\$ 1,034,000	\$ 1,053,000	-5.01%	1.84%
Sales of Merchandise	151,287	154,220	132,000	137,000	130,000	130,000	-5.11%	0.00%
Rents and Concessions	319,758	321,200	304,000	311,000	330,000	343,000	6.11%	3.94%
Total Charges for Services	1,540,373	1,574,287	1,646,339	1,536,500	1,494,000	1,526,000	-2.77%	2.14%
Miscellaneous Revenue								
Excise Taxes	4,432	4,046	3,000	2,900	3,000	3,000	3.45%	0.00%
Investment Earnings	8,979	10,208	4,000	500	1,000	1,000	100.00%	0.00%
Sale of Capital Assets	-	-	-	-	-	-	0.00%	0.00%
Other Misc Revenue	9,536	21,610	22,200	41,000	20,000	20,000	-51.22%	0.00%
Total Miscellaneous Revenue	22,947	35,865	29,200	44,400	24,000	24,000	-45.95%	0.00%
Transfers In	300,000	300,000	511,724	300,000	300,000	300,000	0.00%	0.00%
Total Operating Revenue	1,863,320	1,910,152	2,187,263	1,880,900	1,818,000	1,850,000	-3.34%	1.76%
Operating Expenses								
Salaries & Wages	703,912	766,973	655,409	713,129	720,278	747,130	1.00%	3.73%
Personnel Benefits	304,646	301,851	309,519	319,181	340,434	349,021	6.66%	2.52%
Supplies	224,444	296,503	228,848	182,000	265,000	225,000	45.60%	-15.09%
Services	350,600	347,386	468,376	328,107	260,869	264,476	-20.49%	1.38%
Intergov't Services & Taxes	70,254	4,572	-	-	-	-	0.00%	0.00%
Total Operating Expenses	1,653,856	1,717,285	1,662,152	1,542,417	1,586,581	1,585,627	2.86%	-0.06%
Capital Expenses								
Capital Outlay	-	-	30,758	50,000	50,000	50,000	0.00%	0.00%
Total Capital Expenses	-	-	30,758	50,000	50,000	50,000	0.00%	0.00%
Indirect cost allocation	184,517	189,683	196,512	196,512	206,798	208,866	5.23%	1.00%
Transfer to Fund 301 - 1% Arts	500	500	500	500	500	500	0.00%	0.00%
Total Expenses	1,838,873	1,907,468	1,889,922	1,789,429	1,843,879	1,844,993	3.04%	0.06%
Beginning Fund Balance	636,000	660,447	663,131	633,092	960,472	934,593		
Change in Fund Balance	24,447	2,684	297,341	91,471	(25,879)	5,007	-128.29%	-119.35%
Net working capital (Fund Balance)	\$ 660,447	\$ 663,131	\$ 960,472	\$ 724,563	\$ 934,593	\$ 939,600	28.99%	0.54%

Salary and Benefit Details

Foster Golf Course							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Director of Instruction - Golf	1	1	\$ 88,399	\$ 38,642	1	\$ 89,963	\$ 39,092
Golf Maintenance Supervisor	1	1	84,834	48,127	1	88,468	49,950
Lead Maintenance Specialist - Golf	1	1	83,008	33,588	1	84,470	33,908
Fleet Technician Golf	1	1	71,156	45,415	1	77,258	47,862
Admin Support Technician - Golf	2.5	2.5	153,827	71,131	2.5	159,874	73,366
Maintenance Specialist Golf	2.25	2.25	153,045	73,012	2.25	161,088	75,368
Extra Labor			85,000	23,618		85,000	22,588
Overtime			1,009	201		1,009	187
Unemployment			-	5,600		-	5,600
Clothing Allowance			-	1,100		-	1,100
Department Total	8.75	8.75	\$ 720,278	\$ 340,434	8.75	\$ 747,130	\$ 349,021

General Ledger Code Details

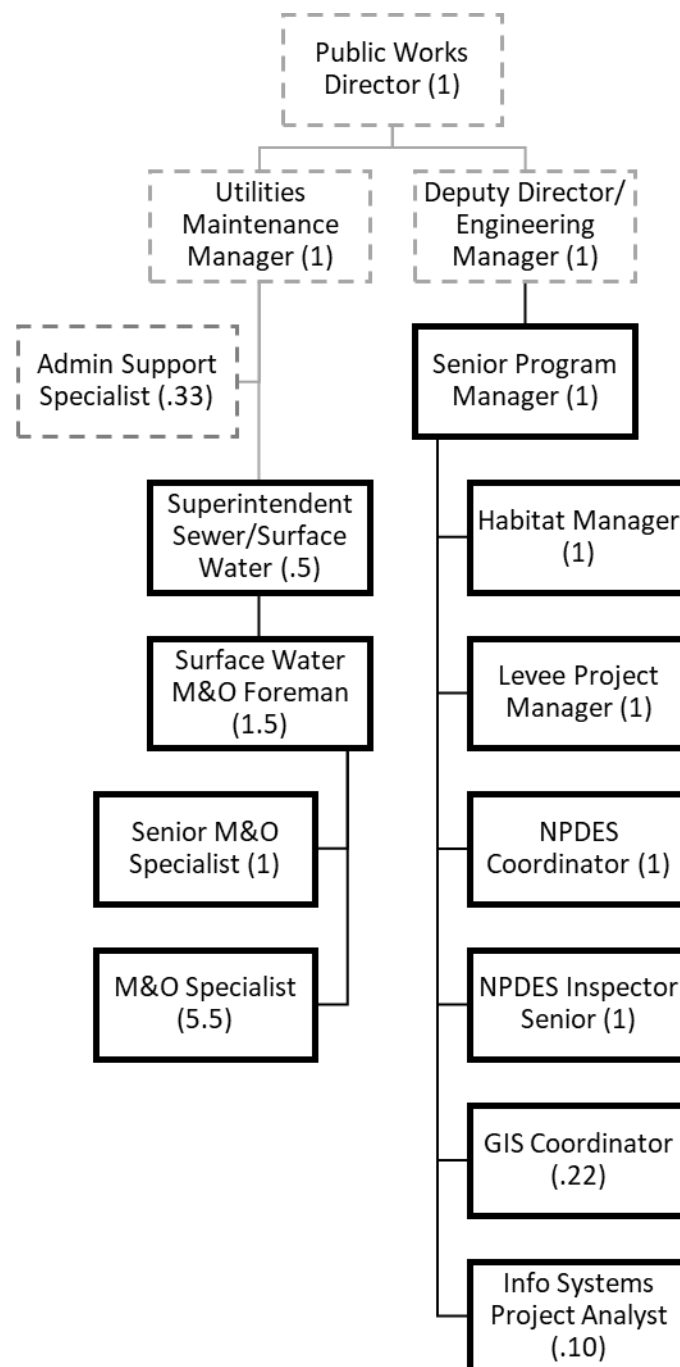
Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
411.317.200.00.00	LEASEHOLD EXCISE TAX	4,432	4,046	3,000	2,900	3,000	3,000
411.341.702.00.00	SALES OF MERCHANDISE/PRO SHOP	138,191	141,585	116,000	122,000	115,000	115,000
411.341.704.00.00	SALES OF SNACKS	13,096	12,635	16,000	15,000	15,000	15,000
411.347.301.00.00	GREENS FEES	1,063,081	1,094,304	1,207,000	1,082,000	1,030,000	1,049,000
411.347.302.00.00	GOLF TOURNAMENT FEES	3,544	3,570	2,839	3,500	3,000	3,000
411.347.601.00.00	GOLF INSTRUCTION	2,702	993	500	3,000	1,000	1,000
411.361.110.00.00	INVESTMENT INTEREST	8,979	10,208	4,000	500	1,000	1,000
411.362.100.00.00	EQUIPMENT RENTS (SHORT-TERM)	17,151	18,346	11,000	16,000	18,000	20,000
411.362.101.00.00	POWER CART RENTALS	196,553	199,630	236,000	185,000	190,000	195,000
411.362.101.00.11	POWER CART RENTALS-REPLACEMENT	-	-	14,000	-	18,000	18,000
411.362.800.00.00	CONCESSION PROCEEDS	106,054	103,224	43,000	110,000	104,000	110,000
411.369.100.00.00	SALE OF SCRAP AND JUNK	163	-	-	-	-	-
411.369.810.00.00	CASHIER'S OVERAGES/SHORTAGES	73	88	200	-	-	-
411.369.900.00.00	OTHER	-	4,797	22,000	33,000	-	-
411.369.900.01.00	OTHER-REWARDS PROGRAM	9,300	16,725	-	8,000	20,000	20,000
411.397.190.00.00	TRANSFERS-IN	300,000	300,000	300,000	300,000	300,000	300,000
411.397.501.00.00	TRANSFERS-IN FLEET RESIDUAL	-	-	211,724	-	-	-
Totals		1,863,320	1,910,152	2,187,263	1,880,900	1,818,000	1,850,000

Expenses

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
411.00.576.680.11.00	SALARIES	363,884	360,134	392,623	397,026	392,043	411,283
411.00.576.680.12.00	EXTRA LABOR	52,525	47,398	25,799	55,000	55,000	55,000
411.00.576.680.13.00	OVERTIME	243	438	645	500	505	505
411.00.576.680.21.00	FICA	32,676	30,701	33,463	37,062	34,237	35,709
411.00.576.680.23.00	PERS	54,322	49,151	51,352	50,422	51,834	47,846
411.00.576.680.24.00	INDUSTRIAL INSURANCE	13,560	12,777	13,671	13,474	18,659	18,659
411.00.576.680.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUM	24	587	450	-	662	690
411.00.576.680.25.00	MEDICAL, DENTAL, LIFE, OPTICAL	3,478	3,455	3,400	3,347	3,567	3,852
411.00.576.680.25.97	SELF-INSURED MEDICAL & DENTAL	82,203	82,752	102,000	90,463	106,520	115,041
411.00.576.680.26.00	UNEMPLOYMENT COMPENSATION	-	42	416	5,100	5,100	5,100
411.00.576.680.28.00	UNIFORM CLOTHING	607	383	700	1,100	1,100	1,100

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
411.00.576.680.31.00	OFFICE & OPERATING SUPPLIES	8,660	7,514	8,000	2,000	2,000	2,000
411.00.576.680.31.02	GROUPS MAINTENANCE	15,437	28,852	30,000	30,000	15,000	15,000
411.00.576.680.31.03	IRRIGATION	14,066	7,845	10,000	7,000	7,000	7,000
411.00.576.680.31.04	FERTILIZERS & MISC. CHEMICALS	44,114	42,647	50,000	37,000	50,000	50,000
411.00.576.680.31.05	FLEET SUPPLIES	11,596	1,471	5,000	3,000	3,000	3,000
411.00.576.680.34.00	FUEL	-	-	10,000	-	9,000	9,000
411.00.576.680.35.00	SMALL TOOLS & MINOR EQUIPMENT	473	10,133	3,777	4,000	4,000	4,000
411.00.576.680.35.01	SMALL TOOLS & MINOR EQUIPMENT-FLE	12,111	19,410	10,000	8,000	8,000	8,000
411.00.576.680.41.00	PROFESSIONAL SERVICES	3,266	7,819	3,000	2,000	2,000	2,000
411.00.576.680.41.01	PROFESSIONAL SERVICES-FLEET	3,283	1,502	2,200	-	-	-
411.00.576.680.42.00	COMMUNICATION	3,382	4,188	3,000	1,600	1,600	1,600
411.00.576.680.43.00	TRAVEL	-	-	-	300	300	300
411.00.576.680.45.00	OPERATING RENTALS AND LEASES	842	1,352	1,000	2,500	2,500	2,500
411.00.576.680.45.94	EQUIPMENT RENTAL - REPLACEMENT	78,129	55,000	164,200	56,050	-	-
411.00.576.680.45.95	EQUIPMENT RENTAL - O & M	29,176	21,816	-	61,257	-	-
411.00.576.680.46.01	INSURANCE-LIABILITY	22,564	21,516	22,621	23,000	18,069	19,876
411.00.576.680.47.09	FOSTER GOLF MAINTENANCE BLDG	3,799	3,940	3,800	4,000	4,000	4,000
411.00.576.680.47.21	PUBLIC UTILITY SERVICES-ELECTRICITY	9,676	8,024	9,000	10,000	10,000	10,000
411.00.576.680.47.22	PUBLIC UTILITY SERVICES-GAS	751	643	500	700	700	700
411.00.576.680.47.25	PUBLIC UTILITY SERVICES-WATER/SEW	4,107	4,708	5,500	3,000	3,000	3,000
411.00.576.680.47.26	PUBLIC UTILITIES-SURFACE WATER	35,631	37,413	38,535	35,000	35,000	35,000
411.00.576.680.48.00	REPAIRS AND MAINTENANCE	28,769	25,522	8,165	5,000	5,000	5,000
411.00.576.680.48.03	IRRIGATION	6,381	668	-	-	-	-
411.00.576.680.48.04	VEHICLE REPAIR	-	-	-	-	60,000	61,800
411.00.576.680.49.00	MISCELLANEOUS	4,655	2,450	53,000	2,000	2,000	2,000
411.00.576.681.11.00	SALARIES	248,941	312,305	214,657	230,103	242,225	249,837
411.00.576.681.12.00	EXTRA LABOR	37,009	45,302	18,685	30,000	30,000	30,000
411.00.576.681.13.00	OVERTIME	1,309	1,396	3,000	500	505	505
411.00.576.681.21.00	FICA	20,740	22,185	17,400	19,680	20,864	21,446
411.00.576.681.23.00	PERS	33,439	34,991	27,574	29,275	31,664	28,599
411.00.576.681.24.00	INDUSTRIAL INSURANCE	6,481	6,626	5,493	5,125	6,067	6,067
411.00.576.681.24.50	PAID FAMILY & MEDICAL LEAVE PREMIL	15	437	400	-	403	414
411.00.576.681.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	2,219	2,423	2,200	2,104	2,320	2,506
411.00.576.681.25.97	SELF-INSURED MEDICAL & DENTAL	54,882	55,341	51,000	61,529	56,937	61,492
411.00.576.681.26.00	UNEMPLOYMENT COMPENSATION	-	-	-	500	500	500
411.00.576.681.31.00	OFFICE & OPERATING SUPPLIES	7,646	11,272	10,500	6,000	6,000	6,000
411.00.576.681.31.02	RENTAL SUPPLIES	178	-	2,571	500	500	500
411.00.576.681.31.04	REPAIR SUPPLIES	89	136	-	1,500	500	500
411.00.576.681.34.00	FUEL	-	-	8,000	-	7,000	7,000
411.00.576.681.34.01	PRO SHOP SUPPLIES (RESALE)	79,007	81,385	66,000	60,000	50,000	50,000
411.00.576.681.34.02	PRO SHOP CONCESSIONS	9,313	10,502	5,000	8,000	8,000	8,000
411.00.576.681.34.03	PRO SHOP CUSTOM ORDER SALES	21,696	25,357	10,000	15,000	15,000	15,000
411.00.576.681.35.00	SMALL TOOLS & MINOR EQUIPMENT	60	49,980	-	-	80,000	40,000
411.00.576.681.41.00	PROFESSIONAL SERVICES	1,354	1,695	1,380	4,000	2,000	2,000
411.00.576.681.42.00	COMMUNICATION	3,606	4,342	4,968	4,000	4,000	4,000
411.00.576.681.43.00	TRAVEL	286	1,908	407	200	200	200
411.00.576.681.44.00	ADVERTISING	3,937	6,399	8,500	5,000	5,000	5,000
411.00.576.681.45.00	OPERATING RENTALS & LEASES	37,369	47,468	33,000	35,000	35,000	35,000
411.00.576.681.47.00	PUBLIC UTILITY SERVICES	(33,865)	(34,542)	(30,000)	(28,000)	(28,000)	(28,000)
411.00.576.681.47.21	PUBLIC UTILITY SERVICES-ELECTRICITY	41,744	43,877	45,000	44,000	44,000	44,000
411.00.576.681.47.22	PUBLIC UTILITY SERVICES-GAS	2,634	3,713	2,600	3,000	3,000	3,000
411.00.576.681.48.00	REPAIRS AND MAINTENANCE	9,726	21,133	32,000	15,000	15,000	15,000
411.00.576.681.49.00	MISCELLANEOUS	10,866	12,512	8,000	8,500	8,500	8,500
411.00.576.681.49.01	PRINTING	-	2,038	-	-	-	-
411.00.576.681.49.08	CREDIT CARD FEES	38,531	37,775	45,000	25,000	25,000	25,000
411.00.576.681.49.53	MISCELLANEOUS	-	2,510	3,000	6,000	3,000	3,000
411.00.576.681.53.00	EXT TAXES & OPERATING ASSMNTS	6,415	4,572	-	-	-	-
411.00.576.681.54.00	INTERFUND TAXES & OPER ASSMNTS	63,839	-	-	-	-	-
411.00.594.760.63.05	TEES & GREENS	-	-	-	50,000	50,000	50,000
411.00.594.760.64.00	MACHINERY AND EQUIPMENT	-	-	30,758	-	-	-
411.00.597.190.00.00	TRANSFERS-OUT	184,517	189,683	196,512	196,512	206,798	208,866
411.01.597.301.00.00	TRANSFERS OUT - FUND 301	500	500	500	500	500	500
Totals		1,838,873	1,907,468	1,889,922	1,789,429	1,843,879	1,844,993

Public Works – Surface Water

DEPARTMENT: Public Works**FUND:** Surface Water**RESPONSIBLE MANAGER:** Hari Ponnekanti**FUND NUMBER:** 412**POSITION:** Interim Public Works Director**Description**

The surface water program provides for engineering studies, preliminary engineering, construction, and maintenance of public surface water and drainage facilities to include control and monitoring of storm and surface water quantity and quality. The Green River Basin management agreement and the Green River levees are also included in this program. The costs of operating and maintaining the system are included with the capital projects necessary for system improvements.

2019 - 2020 Accomplishments

- ◆ Completed Small Drainage Project identified on the approved list for 2018, 2019 and 2020. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Continued development of the GIS as-builts of city infrastructure that complies with NPDES. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Substantially constructed Riverton Creek Flap Gate Removal. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Began the ongoing Green the Green Program along the Duwamish River. **Strategic Goal 1. Utility Comp Plan Goal 12.1**

2021 - 2022 Outcome Goals

- ◆ Improve surface water system efficiency.
- ◆ Improve surface water system reliability.
- ◆ Improve surface water system capacity.

2021 - 2022 Indicators of Success

- ◆ Complete small drainage projects identified on the approved list for 2021 and 2022.
- ◆ Continue development of the GIS as-builts of City infrastructure that complies with NPDES.
- ◆ Complete construction of the East Marginal Way S Stormwater Outfalls.
- ◆ Construct Storm Water Quality Retrofit Projects.
- ◆ Continue the Green the Green Program along the Duwamish River.
- ◆ Begin design of the Gilliam Creek Fish Barrier Removal Project.

Statistics

	Actual		Estimated	Projected	
	2018	2019	2020	2021	2022
Maintain & Improve surface water system					
Number of linear feet TV inspected	10,000	10,000	10,000	10,000	10,000
Number of linear feet of storm lines cleaned	12,000	12,000	12,000	12,000	12,000
Number of linear feet of ditches cleaned	2,000	2,000	2,000	2,000	2,000
Number of manholes/catch basins/or stormceptors cleaned	1,500	1,500	1,500	1,500	1,500
Number of times cleaned four water quality ponds	Once/yr	Once/yr	Once/yr	Once/yr	Once/yr
Number of times cleaned large pot type water quality vaults	Once/yr	Once/yr	Once/yr	Once/yr	Once/yr
Number of times clean 10 large trash racks	250	250	250	250	250
Capital					
Hours of 5 storm lift stations monitoring of pump hours, start counts, and generator operation (weekly)	5	5	5	5	5
NPDES (National Pollutant Discharge Elimination System)					
*Number of illicit discharge events	13	19	7	10	12
Customers					
Number of surface water customers	5,286	5,289	5,326	5,335	5,345
Number of total drainage system miles	78	80	80	82	85

* COVID-19 impacted this statistic

Fund Detail

Staffing and Expenditure by Program

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2021	% of Total Budget	2022	% of Total Budget	2021-22
CaptialImprovementProgram	1.63	5,080,380	58.0%	7,940,965	68.1%	56.3%
Administration	0.65	2,156,267	24.6%	2,146,151	18.4%	(0.47%)
NPDES	3.13	434,765	5.0%	444,408	3.8%	2.2%
Manholes/Catchbasins	1.78	280,989	3.2%	290,734	2.5%	3.5%
Surface Water Mains	1.78	222,376	2.5%	232,157	2.0%	4.4%
Outfalls, Flap Gates, and Trash racks	1.60	205,920	2.4%	212,326	1.8%	3.1%
GIS	1.35	179,864	2.1%	185,692	1.6%	3.2%
Ditches, Ponds, Bioswale	0.90	141,098	1.6%	143,193	1.2%	1.5%
Pump Station Monitoring/Maintenance	0.03	59,821	0.7%	59,922	0.5%	0.2%
PROGRAM TOTALS	12.82	8,761,480	100%	11,655,549	100%	33.0%

Program Descriptions

Capital Improvement Program: Includes all capital projects as well as staff time to administer the design and construction of the surface water capital improvement projects

Administration: Includes supervisor staff time for personnel along with operating supplies, copiers, insurance, communication, hearing tests, training, and utility one-call service. Includes fleet operation and fleet replacement costs. Includes fees to King County as surface water billing is included with county property taxes. Also includes Indirect Cost Allocation and the City's Interfund Tax.

NPDES: Includes staff time and supplies to adhere to the requirements under Surface Water's National Pollutant Discharge Elimination System (NPDES) Permit. Includes annual reporting, public education and outreach, staff training, and inspections of public and private systems. Includes staff response to illicit discharge events in City's right-of-way.

Manholes/Catch basins: Staff time for maintenance and supplies for City's manholes/catch basins. Includes using the Vactor truck and costs for proper disposal of drainage waste.

Surface Water Mains: Staff time for maintenance and supplies for City surface water mains.

Outfalls, Flap Gates, and Trash Racks: Staff time and supplies for maintenance of surface water outfalls, flap gates, and trash racks by the City's surface water crew. Includes all staff time for monitoring the Green/Duwamish River in high water events.

GIS: Includes staff time and consultant services to maintain the surface water system's inventory through the geographic information system (GIS) and Lucity asset management.

Ditches, Ponds, Bioswale: Staff time and supplies for maintenance of surface water ditches, ponds, and bioswales by the City's surface water crew.

Pump Station Monitoring/Maintenance: Covers all work at the City's surface water pump stations, which includes monitoring and maintenance.

Revenue and Expense Summary

Surface Water Fund								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Charges for Services								
Surface Water Sales	\$ 6,343,895	\$ 6,744,495	\$ 6,863,000	\$ 6,863,000	\$ 7,000,000	\$ 7,350,000	2.00%	5.00%
Total Charges for Services	6,343,895	6,744,495	6,863,000	6,863,000	7,000,000	7,350,000	2.00%	5.00%
Intergovernmental Revenue	54,697	228,755	163,000	(2,316,000)	113,000	381,000	-104.88%	237.17%
Miscellaneous Revenue								
Investment Earnings	71,370	52,535	45,000	50,000	50,000	50,000	0.00%	0.00%
Capital contributions	(92,140)	-	-	-	-	-	0.00%	0.00%
Sale of Capital Assets	-	(1,084)	-	-	-	-	0.00%	0.00%
Other Misc Revenue	2,103	14,237	2,000	-	-	-	0.00%	0.00%
Total Miscellaneous Revenue	(18,667)	65,688	47,000	50,000	50,000	50,000	0.00%	0.00%
Total Operating Revenue	6,379,925	7,038,938	7,073,000	4,597,000	7,163,000	7,781,000	55.82%	8.63%
Capital Project Revenue								
Intergovernmental Revenue - Grants	506,920	80,869	1,393,000	3,393,000	1,720,000	2,728,000	-49.31%	58.60%
Total Revenue	6,886,845	7,119,807	8,466,000	7,990,000	8,883,000	10,509,000	11.18%	18.30%
Operating Expenses								
Salaries & Wages	942,964	900,901	1,003,024	1,115,653	1,152,410	1,192,550	3.29%	3.48%
Personnel Benefits	404,485	406,188	322,800	501,312	549,898	565,463	9.69%	2.83%
Supplies	42,810	34,783	22,300	92,500	44,000	44,000	-52.43%	0.00%
Services	847,710	770,233	375,500	662,881	492,348	424,029	-25.73%	-13.88%
Intergovt Services & Taxes	711,529	720,374	766,300	741,300	790,000	825,000	6.57%	4.43%
Total Operating Expenses	2,949,498	2,832,479	2,489,924	3,113,646	3,028,656	3,051,042	-2.73%	0.74%
Capital Expenses								
Salaries & Wages	45,587	104,467	-	-	-	-	0.00%	0.00%
Personnel Benefits	18,031	43,604	-	-	-	-	0.00%	0.00%
Supplies	7	926	500	50,000	100,000	50,000	100.00%	-50.00%
Services	469,129	622,707	1,000,700	1,314,000	2,701,000	2,637,000	105.56%	-2.37%
Capital Outlay	3,099,938	293,503	1,014,000	1,337,000	1,815,000	4,613,000	35.75%	154.16%
Principal	288,912	289,041	290,247	289,748	289,792	279,360	0.02%	-3.60%
Interest	13,082	11,307	9,841	10,350	8,046	6,249	-22.26%	-22.33%
Total Capital Expenses	3,934,687	1,365,554	2,315,288	3,001,098	4,913,838	7,585,609	63.73%	54.37%
Transfers								
Transfers Out for Public Safety Plan	-	1,757,221	791,191	806,849	254,121	494,926	-68.50%	94.76%
Transfers Out for 1% Arts	13,740	5,950	5,950	5,950	7,800	29,940	31.09%	283.85%
Indirect cost allocation	528,899	660,906	684,699	684,699	622,199	628,421	-9.13%	1.00%
Total Non-Cash Accounting Adjustments	542,639	2,424,077	1,481,840	1,497,498	884,120	1,153,287	-40.96%	30.44%
Total Expenses	7,426,824	6,622,111	6,287,052	7,612,242	8,826,614	11,789,938	15.95%	33.57%
Beginning Fund Balance	3,249,009	2,709,030	3,206,726	2,731,879	5,385,674	5,442,060	97.14%	1.05%
Change in Fund Balance	(539,979)	497,696	2,178,948	377,758	56,386	(1,280,938)	-85.07%	-2371.73%
Net working capital (Fund Balance)	2,709,030	3,206,726	5,385,674	3,109,637	5,442,060	4,161,122	75.01%	-23.54%

A new utilities maintenance manager was added to the utility funds.
A new project manager for Levee project has also been included.

Capital Projects

The capital projects listed below are capital projects planned for the 2021 - 2022 biennium. The year in which the project is estimated to be completed has been provided. Additional information on the projects may be found in the Capital Improvement Program section of the budget.

	2021 Budget	2022 Budget	Anticipated Completion
Storm Water Quality Retrofit Program	\$ 115,000	\$ 3,314,000	> 2026
NPDES Program	100,000	50,000	N/A
WRIA 9 Watershed Planning	20,000	21,000	N/A
Green the Green Program	45,000	145,000	N/A
Surface Water Monitoring	35,000	37,000	N/A
East Marginal Wy S Stormwater Outfalls	1,276,000	-	2021
Gilliam Creek Fish Barrier Removal	936,000	536,000	2025
Tukwila 205 Levee Certification	500,000	500,000	2026
Nelson Side Channel	225,000	240,000	2023
Surface Water Comprehensive Plan	200,000	-	2021
S 131st PI Drainage Improvements	150,000	1,000,000	2022
Riverton Creek Flap Gate Removal	55,000	-	2021
Chinook Wind	59,000	357,000	2022
Surface Water GIS Inventory	-	100,000	2024
Northwest Gilliam Storm Drainage Syste	-	100,000	2023
Other (Annual Maint, etc)	900,000	900,000	N/A
Total Capital Projects	\$ 4,616,000	\$ 7,300,000	

Salary and Benefit Details

Surface Water Fund							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Maint & Ops Superintendent	0.5	0.5	\$ 54,126	\$ 21,888	0.5	\$ 55,084	\$ 22,130
Maint & Ops Foreman	1.5	1.5	116,746	65,307	1.5	122,472	67,846
Maint & Ops Specialist	5.5	5.5	403,348	224,990	5.5	426,671	234,275
Senior Program Manager	1	1	128,927	46,071	1	131,469	46,433
NPDES Coordinator	1	1	108,854	41,754	1	110,770	42,243
Senior NPDES Inspector	1	1	87,799	38,825	1	89,363	39,629
Sr. Maint & Ops Specialist	1	1	83,008	38,947	1	84,470	39,696
Habitat Project Manager	1	1	114,812	51,781	1	116,862	52,923
Levee Project Manager (funded by CIP)	0	1	-	-	1	-	-
Information Systems Project Analyst	0	0.1	11,511	5,184	0.1	11,716	5,298
GIS Coordinator	0	0.22	22,279	8,855	0.22	22,673	8,979
Extra Labor			8,000	2,234		8,000	2,125
Overtime			13,000	2,562		13,000	2,386
Clothing Allowance				1,500			1,500
Department Total	12.5	13.82	\$1,152,410	\$ 549,898	13.82	\$1,192,550	\$ 565,463

Debt Service Requirements

The following chart provides information on debt service requirements, by debt issue, for the biennium.

<i>Debt Service</i>	<i>Project</i>	<i>Budget</i>	
		<i>2021</i>	<i>2022</i>
2015 Revenue Bonds	Allentown Phase II		
Principal		\$ 18,861	\$ 19,504
Interest		2,801	2,359
	Total	21,662	21,863
PWTFL 2001	Duwamish/ Valley View		
Principal		11,575	-
Interest		58	-
	Total	11,633	-
PWTFL 2004	Allentown Phase II		
Principal		37,212	37,212
Interest		744	558
	Total	37,956	37,770
PWTFL 2004	Cascade View		
Principal		222,144	222,144
Interest		4,443	3,332
	Total	226,587	225,476
Public Safety Plan	Public Works Shops		
2018 Bond Issuance			
Interest		188,987	360,537
	Total	188,987	360,537
Public Safety Plan	Public Works Shops		
2019 Bond Issuance			
Interest		65,134	134,389
	Total	65,134	134,389
Total Principal		289,792	278,860
Total Interest		262,167	501,175
Total Debt Service		\$551,959	\$ 780,035

Amortization of premiums and discounts are not included in this schedule but are included in the Revenue and Expense Summary statement.

General Ledger Code Details

Revenue

GL Account Code Account Description		Actual		Projected	Budget		
		2018	2019	2020	2020	2021	2022
412.334.030.12.00	NPDES	50,000	13,278	50,000	-	13,000	64,000
412.337.070.04.00	KC NTRL RESRCS AND PKS-S 180TH FLOOD WAL	-	65,378	-	-	-	117,000
412.337.073.01.00	KCFCDZD-OPPORTUNITY FUNDS	-	123,411	-	60,000	100,000	150,000
412.337.073.02.00	KCFCD-GREEN THE GREEN REVEGETATION	4,697	26,688	113,000	217,000	-	50,000
412.343.100.00.00	REGULAR ANNUAL CHARGES	6,344,357	6,738,871	6,863,000	6,863,000	7,000,000	7,350,000
412.343.110.00.00	LIEN FEES	(462)	5,624	-	-	-	-
412.361.110.00.00	INVESTMENT INTEREST	45,259	33,191	30,000	30,000	30,000	30,000
412.361.400.00.00	INTEREST ON RECEIVABLES	26,112	19,344	15,000	20,000	20,000	20,000
412.367.110.00.00	GIFTS & BEQUESTS PRVIT SOURCES	-	12,500	-	-	-	-
412.369.910.00.00	OTHER	2,103	1,737	2,000	-	-	-
412.374.027.01.00	RCO STATE GRANT - RIVERTON CR FLAPGATE	86,033	30,279	1,021,000	-	50,000	-
412.374.027.02.00	GILLIAM & NELSON STATE GRANTS	-	-	-	-	808,000	568,000
412.374.031.01.00	DOE GRANT-STORMWATER QUALITY RETROFIT	-	22,342	222,000	-	20,000	2,160,000
412.374.031.02.00	DOE GRANT-E MARGINAL WAY SW OUTFALLS	-	44,129	150,000	-	842,000	-
412.374.036.01.01	STATE GRANT - WSDOT REG MOBILITY GRANT	8,813	-	-	-	-	-
412.374.038.02.00	STATE GRANT - S 144TH (TIB 42ND)	-	-	-	800,000	-	-
412.374.038.03.00	TIB STATE GRANT - 53RD AVE S	337,869	(46,181)	-	-	-	-
412.375.114.38.01	DEPT OF COMMERCE-RIVERTON CR FLAPGATE	46,206	6,640	-	-	-	-
412.375.202.05.02	DEPT OF TRANS-BOEING ACCESS BRIDGE	28,000	23,660	-	-	-	-
412.379.000.00.00	CAPITAL CONTRIBUTION-FEDERAL/STATE/LOCAL	(50,000)	-	-	-	-	-
412.379.002.00.00	CAPITAL CONTRIBUTIONS-CONTRACTORS/DEVLP	(42,140)	-	-	-	-	-
412.395.400.00.00	GAIN (LOSS) ON DISPOSITION OF CAP ASSETS	-	(1,084)	-	-	-	-
Totals		6,886,845	7,119,807	8,466,000	7,990,000	8,883,000	10,509,000

Expense

GL Account Code		Actual		Projected	Budget		
Account Description		2018	2019	2020	2020	2021	2022
412.01.538.301.11.00	SALARIES	178,790	378,324	455,015	465,644	474,181	482,854
412.01.538.301.13.00	OVERTIME	-	530	-	-	-	-
412.01.538.301.21.00	FICA	13,481	30,509	12,000	36,015	36,275	36,938
412.01.538.301.23.00	PERS	21,022	51,663	25,000	59,137	55,052	49,492
412.01.538.301.24.00	INDUSTRIAL INSURANCE	1,271	5,682	3,000	9,354	1,462	1,462
412.01.538.301.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	26	636	600	-	702	715
412.01.538.301.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	4,390	19,600	4,000	20,724	3,987	4,306
412.01.538.301.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	27,355	53,969	36,000	72,515	94,994	102,593
412.01.538.301.28.00	UNIFORM CLOTHING	178	-	-	-	-	-
412.01.538.301.31.00	OFFICE & OPERATING SUPPLIES	3,142	9,254	-	-	-	-
412.01.538.301.41.00	PROFESSIONAL SERVICES	-	210,318	4,000	-	-	-
412.01.538.301.42.00	COMMUNICATION	1,219	2,679	1,000	-	-	-
412.01.538.301.43.00	TRAVEL	8	922	-	-	-	-
412.01.538.301.48.00	REPAIRS & MAINTENANCE	-	34,951	-	-	-	-
412.01.538.301.49.00	MISCELLANEOUS	566	1,435	5,000	-	-	-
412.01.538.380.11.00	SALARIES	756,850	507,230	533,009	633,009	657,229	688,696
412.01.538.380.12.00	EXTRA LABOR	975	2,261	2,000	8,000	8,000	8,000
412.01.538.380.13.00	OVERTIME	6,349	12,556	13,000	9,000	13,000	13,000
412.01.538.380.21.00	FICA	59,004	40,544	40,000	50,514	51,885	54,292
412.01.538.380.23.00	PERS	98,656	68,189	60,000	75,392	78,742	72,744
412.01.538.380.24.00	INDUSTRIAL INSURANCE	17,734	13,455	15,000	20,952	23,351	23,351
412.01.538.380.24.50	PAID FAMILY & MEDICAL LEAVE PREMIUMS	38	836	700	-	985	1,031
412.01.538.380.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	18,853	6,669	25,000	5,170	6,531	7,053
412.01.538.380.25.97	SELF-INSURED MEDICAL & DENTAL	141,982	113,427	100,000	150,039	194,432	209,986
412.01.538.380.28.00	UNIFORM CLOTHING	496	1,010	1,500	1,500	1,500	1,500
412.01.538.380.31.00	OFFICE & OPERATING SUPPLIES	485	61	150	-	-	-
412.01.538.380.31.01	COMMUNITY EDUCATION SUPPLIES	225	-	150	-	-	-
412.01.538.380.31.02	OPERATING SUPPLIES	28,150	19,515	20,000	36,000	36,000	36,000
412.01.538.380.31.03	OFFICE & SAFETY SUPPLIES	3,089	3,800	2,000	1,500	1,500	1,500
412.01.538.380.31.04	BILLING SUPPLIES	2,789	62	-	-	-	-
412.01.538.380.35.00	SMALL TOOLS & MINOR EQUIPMENT	4,933	2,091	-	4,000	4,000	4,000
412.01.538.380.35.01	TRAFFIC CONTROL DEVICES	-	-	-	1,000	2,500	2,500
412.01.538.380.41.00	PROFESSIONAL SERVICES	380,212	(11,080)	2,000	2,000	2,000	2,000
412.01.538.380.41.01	UTILITY ONE CALL SERVICE	639	725	700	650	700	725
412.01.538.380.41.02	PHYSICALS - HEARING TESTS	1,154	652	1,200	1,200	1,200	1,200
412.01.538.380.41.06	PROF SVCS-KC STORM WATER BILLING	-	6,637	10,000	65,000	10,000	10,000

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
412.01.538.380.42.00	COMMUNICATION	2,309	6,848	7,000	2,000	7,000	7,000
412.01.538.380.43.00	TRAVEL	3,537	704	1,000	2,000	2,000	2,000
412.01.538.380.44.00	ADVERTISING	-	-	-	500	-	-
412.01.538.380.45.00	OPERATING RENTALS AND LEASES	1,774	2,219	1,000	4,000	4,000	4,000
412.01.538.380.45.94	EQUIPMENT RENTAL - REPLACEMENT	230,345	292,665	147,383	294,765	174,876	126,343
412.01.538.380.45.95	EQUIPMENT RENTAL - O & M	84,183	97,549	55,081	110,162	109,448	86,927
412.01.538.380.46.01	INSURANCE-LIABILITY	24,616	30,763	32,316	29,784	27,104	29,814
412.01.538.380.47.00	PUBLIC UTILITY SERVICES	-	-	-	1,000	-	-
412.01.538.380.47.01	WASTE MATERIALS DISPOSAL	11,344	5,809	50,000	50,000	50,000	50,000
412.01.538.380.47.02	ELECTRICAL SERVICE	728	620	700	500	700	700
412.01.538.380.47.03	STORM FILTER CLEANING	-	3,025	-	20,000	20,000	20,000
412.01.538.380.47.04	SPILL RESPONSE & DISPOSAL	3,450	1,110	-	20,000	20,000	20,000
412.01.538.380.47.21	PUBLIC UTILITY SERVICES-ELECTRICITY	8,468	8,429	8,000	9,700	9,700	9,700
412.01.538.380.47.25	PUBLIC UTILITY SERVICES-WATER/SEW	2,442	3,071	2,600	2,500	2,500	2,500
412.01.538.380.47.26	PUBLIC UTILITY SERVICES-SURFACE WA	3,777	3,966	4,120	4,120	4,120	4,120
412.01.538.380.48.00	REPAIRS AND MAINTENANCE	57,911	15,220	33,000	33,000	33,000	33,000
412.01.538.380.48.02	TELEMETRY & ALARM - PUMP STATION	-	1,760	400	4,000	4,000	4,000
412.01.538.380.48.03	SOFTWARE SUPPORT	-	-	-	-	2,000	2,000
412.01.538.380.49.00	MISCELLANEOUS	7,638	3,438	8,000	6,000	8,000	8,000
412.01.538.380.49.01	LIEN FILING / RELEASE FEES	-	6,244	1,000	-	-	-
412.01.538.380.49.08	CREDIT CARD FEES	21,390	-	-	-	-	-
412.01.538.380.49.53	MISC-EXT TAXES, OPER ASSESS (INT GO	-	37,342	75,000	50,000	85,000	85,000
412.01.538.380.49.54	MISCELLANEOUS	-	2,211	691,300	691,300	705,000	740,000
412.01.538.380.53.00	EXT TAXES & OPERATING ASSMNTS	74,794	46,202	-	-	-	-
412.01.538.380.54.12	INTERFUND TAXES & OPER ASSMNTS	636,735	674,172	-	-	-	-
412.01.594.380.64.00	MACHINERY AND EQUIPMENT	-	3,130	-	-	-	-
412.01.597.190.00.00	MISCELLANEOUS GENERAL GOVERNMT	528,899	660,906	684,699	684,699	622,199	628,421
412.01.597.208.00.00	TRANSFER OUT-FUND 208	-	201,050	-	-	-	-
412.01.597.219.00.00	TRANSFERS OUT - DEBT SERVICE	-	-	46,029	61,687	65,134	134,389
412.01.597.301.00.00	TRANSFERS OUT - FUND 301	13,740	5,950	5,950	5,950	7,800	29,940
412.01.597.306.00.00	TRANSFERS OUT-FUND 306	-	-	305,500	305,500	-	-
412.01.597.306.00.99	Transfer Out - Contra	-	-	-	-	-	-
412.01.597.380.00.00	TRANSFERS OUT - DEBT SERVICE	-	-	188,987	188,987	188,987	360,537
412.01.598.500.00.00	MISC EXPENSE - NON-OPERATING	-	1,556,171	-	-	-	-
412.02.591.384.78.00	PW 04-691-069 PRIN	37,212	37,212	37,712	37,212	37,212	37,712
412.02.591.384.83.00	INTEREST ON LONG-TERM EXTERNAL DE	-	-	250,675	250,675	-	-
412.02.591.385.78.00	PW 04-691-070 PRIN	222,144	222,144	222,144	222,145	222,144	222,144
412.02.591.386.78.00	PW-01-691-064 VAL VUE PRIN	11,597	11,597	11,597	11,597	11,575	-
412.02.591.387.72.00	REVENUE BONDS	17,959	18,088	-	-	-	-
412.02.591.387.72.01	REVENUE BONDS	-	-	18,794	18,794	18,861	19,504
412.02.592.380.88.00	DEBT ISSUANCE COSTS	509	509	-	-	-	-
412.02.592.384.83.00	PW-04-691-069 INTEREST	1,194	1,008	930	930	744	558
412.02.592.385.83.00	PW-04-691-070 INTEREST	7,127	6,016	5,554	5,554	4,443	3,332
412.02.592.386.83.00	PW-01-691-064 VAL VUE INTEREST	203	145	116	116	58	-
412.02.592.387.83.00	2015 REFUNDING BOND INTEREST	4,049	3,629	3,241	3,241	2,801	2,359
412.02.592.387.88.00	AMORTIZATION COSTS	-	-	-	509	-	-
412.98.594.382.11.00	SALARIES	45,393	104,467	-	-	-	-
412.98.594.382.13.00	OVERTIME	194	-	-	-	-	-
412.98.594.382.21.00	FICA	3,467	7,933	-	-	-	-
412.98.594.382.23.00	PERS	5,821	13,316	-	-	-	-
412.98.594.382.24.00	INDUSTRIAL INSURANCE	736	1,258	-	-	-	-
412.98.594.382.25.00	MEDICAL,DENTAL,LIFE,OPTICAL	348	917	-	-	-	-
412.98.594.382.25.97	MEDICAL,DENTAL,LIFE,OPTICAL	7,659	20,180	-	-	-	-
412.98.594.382.31.00	OFFICE & OPERATING SUPPLIES	7	926	500	50,000	100,000	50,000
412.98.594.382.41.00	PROFESSIONAL SERVICES	468,551	621,660	1,000,000	1,364,000	2,701,000	2,637,000
412.98.594.382.42.00	COMMUNICATION	12	-	-	-	-	-
412.98.594.382.43.00	TRAVEL	16	-	-	-	-	-
412.98.594.382.44.00	ADVERTISING	549	1,047	700	-	-	-
412.98.594.382.61.00	LAND	-	-	5,000	-	10,000	-
412.98.594.382.64.00	MACHINERY & EQUIPMENT	-	-	9,000	-	-	-
412.98.594.382.65.00	CONSTRUCTION PROJECTS	3,099,938	290,373	1,000,000	1,337,000	1,805,000	4,613,000
Totals		7,426,824	6,622,109	6,287,052	7,612,242	8,826,614	11,789,938

INTERNAL SERVICE FUNDS

Internal service funds provide services City-wide that supports both governmental and enterprise activities. The City has three internal service funds:

- 1. *Equipment rental and replacement (Fleet)*** - All rolling stock and equipment, except for golf course equipment, is purchased, maintained, and scheduled for replacement through this fund. General fund departments and utility funds are charged for the cost of repairing, maintaining, and insuring existing equipment and for the eventual replacement of the equipment through an annual replacement charge that is prorated over the estimated useful life of the equipment.
- 2. *Employee healthcare plan*** – The City administers a self-insured healthcare plan as a benefit to its employees. The plan includes medical, pharmacy, vision and dental benefits. The Washington State Insurance Commission oversees the plan. Plan costs are analyzed and projected forward three years by an actuary. The City's reserve policy stipulates a funding reserve equal to 2.5 times the incurred by not reported (IBNR) claims. The projection is reviewed annually and the premiums are adjusted to cover the projected costs and the reserve for the forthcoming year. Premiums are paid by the City through charges to the general fund departments and other funds with employees.
- 3. *LEOFF 1 Retiree Healthcare Plan*** – The City manages a self-insured healthcare plan for retired law enforcement officers and fire fighters that are members of the LEOFF 1 (Law Enforcement Officers and Fire Fighters) retirement plan. Membership is limited to eligible law enforcement officers and fire fighters hired prior to the March 1, 1970 establishment of LEOFF, as well as eligible members of LEOFF hired prior to October 1, 1977. The City has 33 retirees and no active LEOFF 1 members. The health benefits for the active LEOFF 1 member are paid from the Fund 502 Employee Healthcare Plan until retirement. The general fund Police and Fire departments pay the premiums for this plan.

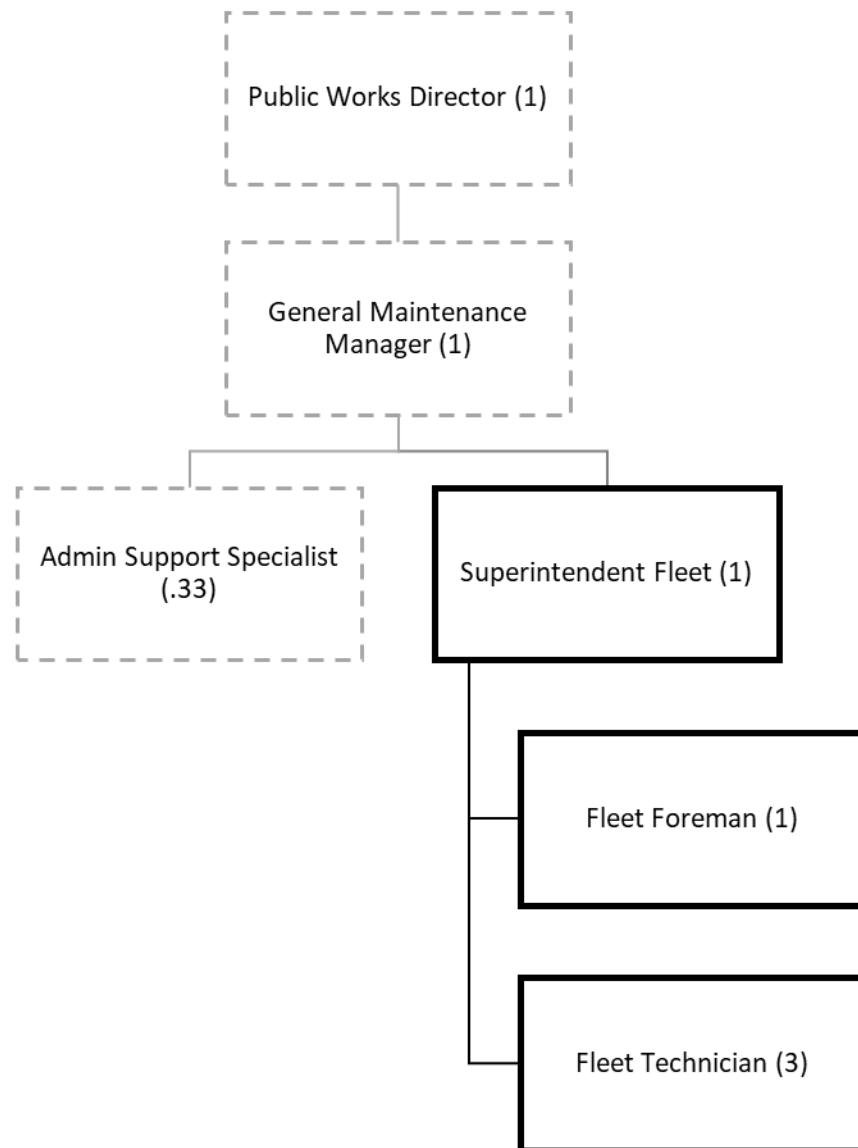
Internal Service Fund - Financial Summary

Internal Service Funds - 2021				
	Equipment Rental & Replacement (ERR)	Employee Healthcare	LEOFF 1 Retiree Healthcare	Total Internal Service Funds
Operating Revenue				
Charges for Services				
ERR O&M charges	\$ 1,938,418	\$ -	\$ -	\$ 1,938,418
ERR replacement	401,400	-	-	401,400
Public Safety Plan Transfers In	400,000	-	-	400,000
Employer trust contributions	-	7,927,924	315,000	8,242,924
Employee contributions	-	160,000	-	160,000
Total Charges for Services	2,739,818	8,087,924	315,000	11,142,742
Miscellaneous Revenue				
Investment Earnings	20,000	30,000	1,000	51,000
Sale of capital assets	25,000	-	-	25,000
Other Misc Revenue	-	1,000	-	1,000
Total Miscellaneous Revenue	45,000	31,000	1,000	77,000
Total Revenue	2,784,818	8,118,924	316,000	11,219,742
Operating Expenses				
Salaries & Wages	405,429	-	-	405,429
Personnel Benefits	224,472	7,836,603	469,500	8,530,575
Supplies	665,500	-	-	665,500
Services	295,865	121,000	5,500	422,365
Intergovt Services & Taxes	-	-	-	-
Total Operating Expenses	1,591,266	7,957,603	475,000	10,023,869
Capital Expenses				
Capital Project Expenses	904,400	-	-	904,400
Total Capital Expenses	904,400	-	-	904,400
Indirect cost allocation	330,403	178,821	11,920	521,144
Total Expenses	2,826,069	8,136,424	486,920	11,449,413
Change in Fund Balance	(41,251)	(17,500)	(170,920)	(229,671)
Beginning Fund Balance	2,969,227	49,438	243,203	3,261,868
Ending Fund Balance	\$ 2,927,976	\$ 31,938	\$ 72,283	\$ 3,032,197

Internal Service Funds - 2022				
	Equipment Rental & Replacement (ERR)	Employee Healthcare	LEOFF 1 Retiree Healthcare	Total Internal Service Funds
Operating Revenue				
Charges for Services				
ERR O&M charges	\$ 1,978,831	\$ -	\$ -	\$ 1,978,831
ERR replacement	290,000	-	-	290,000
Public Safety Plan Transfers In	52,000	-	-	52,000
Employer trust contributions	-	8,534,122	435,000	8,969,122
Employee contributions	-	160,000	-	160,000
Total Charges for Services	2,320,831	8,694,122	435,000	11,449,953
Miscellaneous Revenue				
Investment Earnings	20,000	30,000	1,000	51,000
Sale of capital assets	25,000	-	-	25,000
Other Misc Revenue	-	1,000	-	1,000
Total Miscellaneous Revenue	45,000	31,000	1,000	77,000
Total Revenue	2,365,831	8,725,122	436,000	11,526,953
Operating Expenses				
Salaries & Wages	423,173	-	-	423,173
Personnel Benefits	232,453	8,408,793	479,500	9,120,746
Supplies	665,500	-	-	665,500
Services	307,526	121,000	5,500	434,026
Intergovt Services & Taxes	-	-	-	-
Total Operating Expenses	1,628,652	8,529,793	485,000	10,643,445
Capital Expenses				
Capital Project Expenses	269,000	-	-	269,000
Total Capital Expenses	269,000	-	-	269,000
Indirect cost allocation	333,707	180,609	12,040	526,356
Total Expenses	2,231,359	8,710,402	497,040	11,438,801
Change in Fund Balance	134,472	14,720	(61,040)	88,152
Beginning Fund Balance	2,927,976	31,938	72,283	3,032,197
Ending Fund Balance	\$ 3,062,448	\$ 46,658	\$ 11,243	\$ 3,120,349



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Public Works - Fleet

DEPARTMENT: Public Works
FUND: Equipment Rental & Replacement
RESPONSIBLE MANAGER: Hari Ponnekanti

FUND NUMBER: 501
POSITION: Interim Public Works Director

Description

The function of the Equipment Rental unit is to provide a fleet of vehicles and equipment with an operation maintenance and replacement program and to supply the City with adequate, safe, economical and on-demand operational cars, trucks, and specialty equipment. Services are provided through in-house labor and contracted services. The current fleet consists of approximately 193 vehicles and 134 other pieces of equipment.

2019-2020 Accomplishments

- ◆ Continued support to City staff with expert fabricating skills. **Strategic Plan Goal 4**
- ◆ Provided Fire apparatus replacement projections for the Public Safety Plan. **Strategic Plan Goals 1 & 4**
- ◆ Upgraded emergency response fleet with tablets. **Strategic Plan Goals 1 & 4**
- ◆ Changed Police Department camera technology to new Taser vendor. **Strategic Plan Goals 1 & 4**

2021-2022 Indicators of Success

- ◆ Continue to promote the pool car program for maximum use of shared resources.
- ◆ Evaluate and adjust replacement plan for cost effective and appropriate replacement solutions.

Statistics

Public Works - Equipment Rental (Fleet)	2018 Actual	2019 Actual	2020 Estimated	2021 Projection	2022 Projection
Improve fleet service					
Work orders issued (number of service tickets)	1,097	1,298	1,200	1,200	1,200
Preventive Maintenance (PM) Completed	402	405	300	350	350
Gallons of Fuel Consumed	123,928	130,266	140,000	140,000	140,000
Number of Accidents	76	74	80	80	80
Capital					
Number of new patrol vehicles purchased	2	4	1	1	0
Average Age of Fleet	8 years	10 years	10 years	10 years	10 years
Inventory					
Number of passenger vehicles	159	161	161	160	160
Number of motorcycles	5	5	5	5	5
Number of pieces of medium/heavy equipment (dump trucks, etc)	66	66	66	67	67
Number of miscellaneous equipment (mowers, generators, etc)	137	139	143	144	144

Fund Detail**Staffing and Expenditure by Program**

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR
		2021	% of Total Budget	2022	% of Total Budget	2021-22
Preventive Maintenance	2.55	373,220	13.2%	384,591	17.2%	3.0%
Repairs	1.95	581,923	20.6%	612,445	27.4%	5.2%
Inventory/Surplus	0.05	27,541	1.0%	27,750	1.2%	0.8%
Capital Purchases/Supplies	0.15	896,817	31.7%	270,690	12.1%	(69.82%)
Fuel	0.00	350,000	12.4%	350,000	15.7%	0.0%
Insurance	0.00	99,000	3.5%	108,900	4.9%	10.0%
Fleet Administration	0.30	497,568	17.6%	476,982	21.4%	(4.14%)
PROGRAM TOTALS	5.00	2,826,069	100%	2,231,359	100%	(21.04%)

Program Descriptions

Preventative Maintenance: This program includes all staff and supplies needed for the preventative maintenance needed for the City's fleet. Includes inspections of all fleet equipment that includes oil changes and tire rotation/replacement.

Repairs: This program includes all staff and supplies needed for the repairs needed to the City's fleet.

Inventory/Surplus: This program includes all staff and supplies needed for repairs needed to the City's fleet.

Capital Purchases/Supplies: This program includes all capital purchases to replace the City's fleet to have a working fleet without major repairs. An overall goal of this program is to right-size the fleet to the needs of the department. Includes staff time to meet with departments regarding their capital purchases before each biennial budget, with a thorough review of all equipment.

Fuel: Includes citywide fleet fuel costs.

Insurance: Includes citywide fleet insurance costs.

Fleet Administration: Includes supervisor staff time for personnel along with operating supplies, copiers, communication, hearing tests, and training. Includes fleet's own operation and fleet replacement costs. Also includes Indirect Cost Allocation.

Revenue and Expense Summary

Equipment Rental & Replacement								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Charges for Services								
ERR O&M Dept Charges	\$ 1,723,715	\$ 1,649,353	\$ 1,052,244	\$ 2,104,488	\$ 1,938,418	\$ 1,978,831	-7.89%	2.08%
Equipment Replacement Charges	952,686	1,202,726	366,319	732,637	401,400	290,000	-45.21%	-27.75%
Total Charges for Services	2,676,401	2,852,079	1,418,563	2,837,125	2,339,818	2,268,831	-17.53%	-3.03%
Miscellaneous Revenue								
Investment Earnings	63,117	99,027	30,000	14,269	20,000	20,000	40.16%	0.00%
Other Misc Revenue	759	310	500	150	-	-	0.00%	0.00%
Total Miscellaneous Revenue	63,876	99,337	30,500	14,419	20,000	20,000	38.71%	0.00%
Sale of Capital Assets	71,029	157,376	20,000	30,000	25,000	25,000	-16.67%	0.00%
Transfers In - Fund 305	3,282,931	134,580	300,000	340,000	400,000	52,000	17.65%	-87.00%
Total Revenue	6,094,237	3,243,373	1,769,063	3,221,544	2,784,818	2,365,831	-13.56%	-15.05%
Operating Expenses								
Salaries & Wages	340,530	401,795	330,207	447,801	405,429	423,173	-9.46%	4.38%
Personnel Benefits	172,576	195,967	168,044	214,218	224,472	232,453	4.79%	3.56%
Supplies	613,045	634,682	618,000	758,000	665,500	665,500	-12.20%	0.00%
Services	264,667	63,193	268,766	287,301	295,865	307,526	2.98%	3.94%
Total Operating Expenses	1,390,821	1,295,639	1,385,017	1,707,320	1,591,266	1,628,652	-6.80%	2.35%
Capital Expenses								
Capital Outlay	4,374,323	1,075,882	1,663,725	1,691,800	904,400	269,000	-46.54%	-70.26%
Transfer to Golf	-	-	211,724	-	-	-	0.00%	0.00%
Indirect cost allocation	329,368	368,158	381,412	381,412	330,403	333,707	-13.37%	1.00%
Total Expenses	6,094,512	2,739,679	3,641,878	3,780,532	2,826,069	2,231,359	-25.25%	-21.04%
Beginning Fund Balance	4,338,622	4,338,347	4,842,042	3,058,783	2,969,227	2,927,976	-2.93%	-1.39%
Change in Fund Balance	(275)	503,694	(1,872,815)	(558,988)	(41,251)	134,472	-92.62%	-425.98%
Ending Fund Balance	\$ 4,338,347	\$ 4,842,042	\$ 2,969,227	\$ 2,499,795	\$ 2,927,976	\$ 3,062,448	17.13%	4.59%

NEW & REPLACEMENT PURCHASES IN 2021-2022

CURRENT UNIT		UNIT #	PURCHASE YEAR		NEW UNIT #	Estimated Replacement Year	REPLACEMENT UNIT
			2021	2022			
POLICE							
1	VAN, CARGO	1232	50,000			2031	ADMIN SUV
2	^(a) PATROL	1731	88,000				PATROL
FIRE ^(a)							
3	ADMIN SEDAN	5401	55,000			2031	ADMIN SUV
4	PICKUP (PREVENTION)	5404	65,000			2031	PICKUP (PREVENTION)
5	GATOR	1060		23,000		2032	GATOR
6	TRAILER, GATOR	1017		3,000		2032	TRAILER, GATOR
7	FORKLIFT	1820		26,000		2037	FORKLIFT
MINKLER SHARED							
8	FORKLIFT	1827		26,000		2037	FORKLIFT
STREET							
9	CRACK SEALER	1412		35,000		2037	CRACK SEALER
10	ARROWBOARD	1430		6,000		2037	ARROWBOARD
11	1-TON SERVICE TRUCK (SIGNS)	2200	40,000			2031	1-TON SERVICE TRUCK
SURFACE WATER							
12	PICKUP, 3/4-TON W/ DIESEL TANK	1261	49,000			2036	PICKUP, 3/4-TON W/ DIESEL TANK
PARKS							
13	TRAILER, 4X6 UTILITY W/ RAMP	6004		5,000		2037	TRAILER
14	PICKUP, 3/4-TON W/ WATER TANK	1294		45,000		2031	PICKUP / WATER TANK
15	TRACTOR	6302	35,400			2036	TRACTOR
COMMUNITY DEVELOPMENT/PLANNING							
16	SUV	7202	35,000			2031	SUV
17	SUV	7203	35,000			2031	SUV
BUILDING MAINTENANCE							
18	VAN, 3/4-TON CARGO	1236		40,000		2036	VAN, 3/4-TON CARGO
Total by Year			\$ 452,400	\$ 209,000			

CARRYOVER FROM PREVIOUS BUDGET CYCLE (2019/2020)						
FIRE ^(b)						
19	^(c) AID CAR	1314	280,000	5903	2031	AID CAR
RECREATION						
20	1/4-TON PICKUP	1225	40,000	8201	2031	FORD EXPLORER
PARKS						
21	3/4-TON PICKUP W/WATER TANK & LIFT GATE	1242	55,000	6205	2036	FORD F350 CREW CAB 8' BED W/ RACK
22	MOWER, WIDE AREA TURBO	1678	62,000	6628	2036	MOWER
23	MOWER, FRONT DECK	1680	45,000	6629	2037	MOWER
TOTAL CARRYOVERS			\$ 437,000	\$ 45,000		
Grand Total			\$ 1,143,400			

^(a) Patrol car originally budgeted in 2022, moved up to 2021. Funding will be adjusted after Fleet review completed.

^(b) Fire Department equipment capital purchases are funded by the Public Safety Plan bond.

^(c) Purchased in 2020, paid for in 2021.

Salary and Benefit Details

Equipment Rental & Replacement							
Position Description	2020 FTE	2021 FTE	2021 Budgeted		2022 FTE	2022 Budgeted	
			Salaries	Benefits		Salaries	Benefits
Maint & Ops Superintendent	1	1	\$ 91,944	\$ 49,494	1	\$ 98,268	\$ 51,704
Fleet Technician	4	4	279,610	164,564	4	291,030	170,796
Extra Labor			32,000	8,938		32,000	8,503
Overtime			1,875	376		1,875	350
Clothing Allowance			-	1,100		-	1,100
Department Total	5	5	\$ 405,429	\$ 224,472	5	\$ 423,173	\$ 232,453

General Ledger Code Details

Revenue

GL Account Code Account Description	Actual		Projected 2020	Budget		
	2018	2019		2020	2021	2022
501.344.300.00.00 REPAIR CHARGES	-	-	-	150	-	-
501.348.300.00.00 VEHICLE/EQUIPMENT REPAIR CHRGS	1,723,715	1,649,353	1,052,244	2,104,488	1,938,418	1,978,831
501.348.301.00.00 OTHER CHARGES - DEPRECIATION	952,686	1,202,726	366,319	732,637	401,400	290,000
501.361.110.00.00 INVESTMENT INTEREST	55,111	105,133	30,000	14,269	20,000	20,000
501.361.112.00.00 INVESTMENT INTEREST ACCRUED	1	(2,534)	-	-	-	-
501.361.320.00.00 UNRLZD GAIN(LOSS)-INVESTMENTS	8,005	(3,572)	-	-	-	-
501.369.100.00.00 SALE OF SCRAP AND JUNK	759	310	500	-	-	-
501.395.200.00.00 COMPENSATION/LOSS CAPITAL ASSETS-INS	43,720	152,660	-	-	20,000	20,000
501.395.300.00.00 COMPENSATION/LOSS CAPITAL ASSETS-OTHER	-	1,000	-	30,000	-	-
501.395.400.00.00 GAIN (LOSS) ON DISPOSITION OF CAP ASSETS	27,309	3,716	20,000	-	5,000	5,000
501.397.350.00.00 TRANSFERS-IN	3,282,931	134,580	300,000	340,000	400,000	52,000
Totals	6,094,237	3,243,373	1,769,063	3,221,544	2,784,818	2,365,831

Expenses

GL Account Code Account Description	Actual		Projected 2020	Budget		
	2018	2019		2020	2021	2022
501.01.548.650.11.00 SALARIES	335,646	389,647	330,207	413,943	371,554	389,298
501.01.548.650.12.00 EXTRA LABOR	4,884	11,937	-	32,000	32,000	32,000
501.01.548.650.13.00 OVERTIME	-	210	-	1,858	1,875	1,875
501.01.548.650.21.00 FICA	26,592	30,510	24,959	34,149	31,015	32,373
501.01.548.650.23.00 PERS	44,883	51,502	41,981	52,571	47,070	43,375
501.01.548.650.24.00 INDUSTRIAL INSURANCE	8,201	9,943	8,595	13,902	16,040	16,040
501.01.548.650.24.50 PAID FAMILY & MEDICAL LEAVE PREMIUM	20	596	488	-	600	626
501.01.548.650.25.00 MEDICAL, DENTAL, LIFE, OPTICAL	13,222	14,198	15,732	14,588	2,377	2,567
501.01.548.650.25.97 SELF-INSURED MEDICAL & DENTAL	78,631	88,140	75,339	98,058	126,270	136,372
501.01.548.650.28.00 UNIFORM CLOTHING	1,027	1,078	950	950	1,100	1,100
501.01.548.650.31.00 OFFICE & OPERATING SUPPLIES	3,200	2,970	3,000	3,000	3,000	3,000
501.01.548.650.34.01 REPAIRS & MAINTENANCE SUPPLIES	199,086	201,216	200,000	200,000	225,000	225,000
501.01.548.650.34.02 ITEMS PURCH. FOR INVENT/RESALE	58,298	83,677	65,000	65,000	80,000	80,000
501.01.548.650.34.03 FUEL	339,256	341,620	345,000	485,000	350,000	350,000
501.01.548.650.35.00 SMALL TOOLS & MINOR EQUIPMENT	13,205	5,199	5,000	5,000	7,500	7,500
501.01.548.650.41.00 PROFESSIONAL SERVICES	3,338	4,838	4,000	4,000	5,500	5,500
501.01.548.650.42.00 COMMUNICATION	1,716	3,985	2,000	2,000	5,500	5,500
501.01.548.650.43.00 TRAVEL	990	1,757	1,500	1,500	1,500	1,500
501.01.548.650.45.00 OPERATING RENTALS AND LEASES	17,348	17,328	20,000	1,100	20,000	20,000
501.01.548.650.45.94 EQUIPMENT RENTAL - REPLACEMENT	48,542	50,614	24,271	48,542	28,799	20,806
501.01.548.650.45.95 EQUIPMENT RENTAL O & M	13,755	38,200	12,932	25,864	24,365	26,126

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
501.01.548.650.46.02	INSURANCE-AUTO PHYS DAMAGE	67,030	70,152	92,063	72,295	99,000	108,900
501.01.548.650.48.00	REPAIRS AND MAINTENANCE	97,509	43,749	100,000	120,000	120,000	120,000
501.01.548.650.49.00	MISCELLANEOUS	14,439	(167,430)	12,000	12,000	20,000	20,000
501.01.548.650.53.00	EXT TAXES & OPERATING ASSMNTS	2	1	-	-	-	-
501.01.594.480.64.00	MACHINERY AND EQUIPMENT	12,311	196,873	13,000	15,000	15,000	15,000
501.01.597.190.00.00	MISCELLANEOUS GENERAL GOVERNMT	329,368	368,158	381,412	381,412	330,403	333,707
501.01.597.411.00.00	TRANSFERS OUT - FUND 411	-	-	211,724	-	-	-
501.02.594.480.64.00	MACHINERY AND EQUIPMENT	4,362,012	879,009	1,650,725	1,676,800	860,601	233,194
Totals		6,094,512	2,739,679	3,641,878	3,780,532	2,826,069	2,231,359

DEPARTMENT: Finance
FUND: Self Insured Healthcare Plan
RESPONSIBLE MANAGER: Vicky Carlsen

FUND NUMBER: 502
POSITION: Finance Director

Description

This fund accounts for the City's self-insured healthcare plan. This fund receives contributions on behalf of the employees through premiums charged to their respective organization units. Healthcare claims, program administrative fees and a Wellness Program are expensed in this fund.

2019-2020 Accomplishments

- ◆ Implemented a new State paid family leave act benefit. **Strategic Goal 4**
- ◆ Issued and RFP, and selected, new healthcare plan administrator. **Strategic Goal 4**

2021-2022 Outcome Goals

- ◆ Monitor fund balance to ensure adequate balance between annual premium charges and maintenance of reserve levels. **Strategic Goal 4**
- ◆ Implement new State paid family leave act. **Strategic Goal 4**

2021-2022 Indicators of Success

- ◆ A premium structure that adequately funds the plan and maintains a smooth and predictable premium trajectory is achieved. **Strategic Goal 4**
- ◆ A balance is maintained between Plan benefits and City priorities. **Strategic Goal 5**

Revenue and Expense Summary

Self Insured Healthcare Plan								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Employer Trust Contributions	\$ 5,611,929	\$ 5,859,005	\$ 6,645,056	\$ 6,642,150	\$ 7,927,924	\$ 8,534,122	19.36%	7.65%
Employee Contributions	155,288	199,657	167,057	366,399	160,000	160,000	-56.33%	0.00%
Employee Benefit Programs	2,607	3,205	1,995	1,200	1,000	1,000	-16.67%	0.00%
Investment Earnings	(2,183)	33,990	14,489	56,274	30,000	30,000	-46.69%	0.00%
Total Operating Revenue	5,767,640	6,095,857	6,828,597	7,066,023	8,118,924	8,725,122	14.90%	7.47%
Operating Expenses								
Self-Insured Medical Claims	3,776,537	4,107,515	4,414,053	4,723,375	5,309,814	5,734,599	12.42%	8.00%
Dental Claims	534,357	554,450	556,231	590,878	516,300	557,636	-12.62%	8.01%
Prescription Claims	1,122,655	1,160,263	1,163,711	1,124,432	1,200,000	1,296,000	6.72%	8.00%
Vision Claims	31,793	29,858	29,526	31,854	32,924	35,558	3.36%	8.00%
Stop Loss Reimbursements	(12,772)	11,441	(86,022)	-	-	-	0.00%	0.00%
TPA Admin Fees	158,886	164,937	120,000	169,391	175,000	185,000	3.31%	5.71%
Excess Loss Premiums	411,628	441,017	360,269	519,500	397,345	400,000	-23.51%	0.67%
IBNR Adjustment	-	-	-	48,700	205,220	200,000	321.40%	-2.54%
Professional Services	58,544	61,635	82,500	35,600	100,000	100,000	180.90%	0.00%
Miscellaneous	4,347	3,163	3,000	2,268	3,000	3,000	32.28%	0.00%
Wellness Program	12,106	11,980	5,000	18,000	18,000	18,000	0.00%	0.00%
Total Operating Expenses	6,098,080	6,546,259	6,648,268	7,263,998	7,957,603	8,529,793	9.55%	7.19%
Indirect cost allocation	125,579	142,959	148,106	148,106	178,821	180,609	20.74%	1.00%
Total Expenses	6,223,659	6,689,218	6,796,374	7,412,104	8,136,424	8,710,402	9.77%	7.05%
Beginning Fund Balance	1,065,635	610,576	17,215	2,344,927	49,438	31,938	-97.89%	-35.40%
Change in Fund Balance	(456,019)	(593,361)	32,223	(346,081)	(17,500)	14,720	-94.94%	-184.11%
Ending Fund Balance	\$ 609,616	\$ 17,215	\$ 49,438	\$ 1,998,846	\$ 31,938	\$ 46,658	-98.40%	46.09%
Unrestricted	609,616	17,215	49,438	1,998,846	31,938	46,658	-98.40%	46.09%
IBNR reserve	1,858,250	1,858,250	1,533,750	2,186,250	1,662,500	1,795,500	-23.96%	8.00%

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
502.341.970.00.00	EMPLOYEE BENEFIT PROGRAM SVCS	2,607	3,205	1,995	1,200	1,000	1,000
502.361.110.00.00	INVESTMENT INTEREST	44,721	46,523	25,000	56,274	30,000	30,000
502.361.112.00.00	INVESTMENT INTEREST ACCRUED	(3,576)	(10,170)	(5,085)	-	-	-
502.361.320.00.00	UNRLZD GAIN(LOSS)-INVESTMENTS	(43,328)	(2,363)	(5,426)	-	-	-
502.366.500.00.00	TRUST CONTRIBUTIONS - EMPLOYER	-	-	-	-	-	-
502.369.700.00.00	TRUST CONTRIBUTIONS-EMPLOYER	5,611,929	5,859,005	6,645,056	6,642,150	7,927,924	8,534,122
502.369.710.00.00	VOLUNTARY CONTRIBUTIONS FROM EMPLOYEES	130,213	165,974	132,186	338,007	130,000	130,000
502.369.720.00.00	MANDATORY CONTRIBUTIONS FROM EMPLOYEES	25,075	33,683	34,871	28,392	30,000	30,000
Totals		5,767,640	6,095,857	6,828,597	7,066,023	8,118,924	8,725,122

Expenses

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
502.00.517.370.25.00	SELF-INSURED MEDICAL CLAIMS	3,776,537	4,107,515	4,414,053	4,723,375	5,309,814	5,734,599
502.00.517.370.25.01	DENTAL CLAIMS	534,357	554,450	556,231	590,878	516,300	557,636
502.00.517.370.25.02	PRESCRIPTION CLAIMS	1,122,655	1,160,263	1,163,711	1,124,432	1,200,000	1,296,000
502.00.517.370.25.03	VISION CLAIMS	31,793	29,858	29,526	31,854	32,924	35,558
502.00.517.370.25.04	STOP LOSS REIMBURSEMENTS	(12,772)	11,441	(86,022)	-	-	-
502.00.517.370.25.06	TPA ADMIN FEES	158,886	164,937	120,000	169,391	175,000	185,000
502.00.517.370.25.07	EXCESS LOSS PREMIUMS	411,628	441,017	360,269	519,500	397,345	400,000
502.00.517.370.25.10	IBNR ADJUSTMENT	-	-	-	48,700	205,220	200,000
502.00.517.370.41.00	PROFESSIONAL SERVICES	57,584	61,635	82,500	35,600	100,000	100,000
502.00.517.370.41.01	PROFESSIONAL SERVICES-COST RECOVERY	960	-	-	-	-	-
502.00.517.370.49.00	MISCELLANEOUS	4,347	3,163	3,000	2,268	3,000	3,000
502.00.517.900.49.01	WELLNESS PROGRAM	12,106	11,980	5,000	18,000	18,000	18,000
502.00.597.190.00.00	GENERAL GOVERNMENT	125,579	142,959	148,106	148,106	178,821	180,609
Totals		6,223,659	6,689,218	6,796,374	7,412,104	8,136,424	8,710,402



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DEPARTMENT: Finance
FUND: LEOFF I Retiree Self-Insured Healthcare Plan
RESPONSIBLE MANAGER: Vicky Carlsen

DIVISION: N/A
FUND NUMBER: 503
POSITION: Finance Director

Description

This fund accounts for the City's self-insured healthcare plan for Law Enforcement Officers and Fire Fighters (LEOFF I) retirees. This fund receives contributions on behalf of retired LEOFF I employees through their respective organization units. Healthcare claims and program administrative fees are expensed in this fund.

2019-2020 Accomplishments

- ◆ Optimized use of Medicare insurance coverage to manage plan costs. **Strategic Goal 4**

2021-2022 Outcome Goals

- ◆ Continue to analyze and revise funding structure to achieve a smooth and predictable premium trend. **Strategic Goal 4**

2021-2022 Indicators of Success

- ◆ A smooth funding trend is achieved. **Strategic Goal 4**
- ◆ Reserves levels are maintained. **Strategic Goal 4**
- ◆ Costs are managed and stabilized. **Strategic Goal 4**

Revenue and Expense Summary

LEOFF 1 Self Insured Healthcare Plan								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Employer Trust Contributions	250,290	246,514	254,868	265,000	315,000	435,000	18.87%	38.10%
Investment Earnings	(13,264)	36,204	1,000	1,541	1,000	1,000	-35.11%	0.00%
Total Operating Revenue	237,027	282,718	255,868	266,541	316,000	436,000	18.56%	37.97%
Operating Expenses								
Self-Insured Medical Claims	50,135	136,617	147,087	189,201	150,000	150,000	-20.72%	0.00%
Dental Claims	62,985	54,871	40,000	37,641	50,000	50,000	32.83%	0.00%
Prescription Claims	103,288	117,551	132,708	125,339	130,000	140,000	3.72%	7.69%
Vision Claims	10,188	11,803	6,000	6,324	8,000	8,000	26.50%	0.00%
Stop Loss Reimbursements	-	1,361	-	-	-	-	0.00%	0.00%
TPA Admin Fees	14,471	15,963	15,924	17,017	18,000	18,000	5.78%	0.00%
Excess Loss Premiums	17,700	15,226	15,000	26,500	20,000	20,000	-24.53%	0.00%
Long Term Care Insurance	11,132	11,448	12,000	25,086	15,000	15,000	-40.21%	0.00%
IBNR Adjustment	-	-	-	600	500	500	-16.67%	0.00%
Retiree Medical Reimbursement	9,307	31,906	30,000	20,555	30,000	30,000	45.95%	0.00%
Retiree Medicare Reimbursement	43,707	48,705	45,000	35,816	48,000	48,000	34.02%	0.00%
Professional Services	2,340	195	4,000	4,734	5,000	5,000	5.62%	0.00%
Miscellaneous	-	-	-	500	500	500	0.00%	0.00%
Total Operating Expenses	325,252	445,647	447,719	489,313	475,000	485,000	-2.93%	2.11%
Indirect cost allocation	13,804	-	-	-	11,920	12,040	0.00%	1.01%
Total Expenses	339,056	445,647	447,719	489,313	486,920	497,040	-0.49%	2.08%
Beginning Fund Balance	700,013	597,983	435,054	327,783	243,203	72,283	-25.80%	-70.28%
Change in Fund Balance	(102,030)	(162,929)	(191,851)	(222,772)	(170,920)	(61,040)	-23.28%	-64.29%
Ending Fund Balance	\$ 597,983	\$ 435,054	\$ 243,203	\$ 105,011	\$ 72,283	\$ 11,243	-31.17%	-84.45%
Unrestricted	597,983	435,054	243,203	105,011	72,283	11,243	-31.17%	-84.45%
IBNR reserve	153,500	153,500	153,500	156,500	137,500	137,500	-12.14%	0.00%

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
503.361.110.00.00	INVESTMENT INTEREST	12,546	12,944	1,000	1,541	1,000	1,000
503.361.320.00.00	UNRLZD GAIN(LOSS)-INVESTMENTS	(25,810)	23,260	-	-	-	-
503.369.700.00.00	TRUST CONTRIBUTIONS-EMPLOYER	250,290	246,514	254,868	265,000	315,000	435,000
Totals		237,027	282,718	255,868	266,541	316,000	436,000

Expenses

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
503.00.517.200.25.00	SELF-INSURED MEDICAL CLAIMS	50,135	136,617	147,087	189,201	150,000	150,000
503.00.517.200.25.01	DENTAL CLAIMS	62,985	54,871	40,000	37,641	50,000	50,000
503.00.517.200.25.02	PRESCRIPTION CLAIMS	103,288	117,551	132,708	125,339	130,000	140,000
503.00.517.200.25.03	VISION CLAIMS	10,188	11,803	6,000	6,324	8,000	8,000
503.00.517.200.25.04	STOP LOSS REIMBURSEMENTS	-	1,361	-	-	-	-
503.00.517.200.25.06	TPA ADMIN FEES	14,471	15,963	15,924	17,017	18,000	18,000
503.00.517.200.25.07	EXCESS LOSS PREMIUMS	17,700	15,226	15,000	26,500	20,000	20,000
503.00.517.200.25.08	LONG TERM CARE	11,132	11,448	12,000	25,086	15,000	15,000
503.00.517.200.25.10	IBNR ADJUSTMENT	-	-	-	600	500	500
503.00.517.200.25.20	MEDICAL,DENTAL,LIFE,OPTICAL	9,307	31,906	30,000	20,555	30,000	30,000
503.00.517.200.25.21	MEDICAL,DENTAL,LIFE,OPTICAL	43,707	48,705	45,000	35,816	48,000	48,000
503.00.517.200.41.00	PROFESSIONAL SERVICES	2,340	195	4,000	4,734	5,000	5,000
503.00.517.200.49.00	MISCELLANEOUS	-	-	-	500	500	500
503.00.597.190.00.00	GENERAL GOVERNMENT	13,804	-	-	-	11,920	12,040
Totals		339,056	445,647	447,719	489,313	486,920	497,040



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DEPARTMENT: N/A
FUND: Firemen's Pension
RESPONSIBLE MANAGER: Vicky Carlsen

DIVISION: N/A
FUND NUMBER: 611
POSITION: Finance Director

Description

This fund exists to support nine (9) firefighters who qualify for a City pension system prior to 1971.

Firemen's Pension Fund 611								
	Actual			Budget			Percent Change	
	2018	2019	Projected 2020	2020	2021	2022	2020-2021	2021-2022
Operating Revenue								
Fire Insurance Premium Tax	\$ 71,286	\$ 68,569	\$ 67,000	\$ 72,000	\$ 65,000	\$ 65,000	-9.72%	0.00%
Interest	27,769	34,948	10,361	2,000	5,000	5,000	150.00%	0.00%
Total Revenue	99,055	103,517	77,361	74,000	70,000	70,000	-5.41%	0.00%
Operating Expenses								
Supplemental Pension	80,468	60,172	65,000	66,491	65,000	65,000	-2.24%	0.00%
Services	-	-	-	3,500	-	-	0.00%	0.00%
Total Expenses	80,468	60,172	65,000	69,991	65,000	65,000	-7.13%	0.00%
Beginning Fund Balance	1,442,486	1,461,074	1,504,419	1,453,865	1,516,780	1,521,780	4.33%	0.33%
Change in Fund Balance	18,587	43,345	12,361	4,009	5,000	5,000	24.72%	0.00%
Ending Fund Balance	\$ 1,461,074	\$ 1,504,419	\$ 1,516,780	\$ 1,457,874	\$ 1,521,780	\$ 1,526,780	4.38%	0.33%

General Ledger Code Details

Revenue

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
611.336.060.91.00	FIRE INSURANCE PREMIUM TAX	71,286	68,569	67,000	72,000	65,000	65,000
611.361.110.00.00	INVESTMENT INTEREST	23,347	29,318	10,361	2,000	5,000	5,000
611.361.320.00.00	UNRLZD GAIN(LOSS)-INVESTMENTS	4,422	5,629	-	-	-	-
Totals		99,055	103,516	77,361	74,000	70,000	70,000

Expenditure

GL Account Code	Account Description	Actual		Projected 2020	Budget		
		2018	2019		2020	2021	2022
611.00.517.200.29.00	EXCESS RETIREMENT BENEFITS	80,468	60,172	65,000	66,491	65,000	65,000
611.00.517.200.41.00	PROFESSIONAL SERVICES	-	-	-	3,500	-	-
Totals		80,468	60,172	65,000	69,991	65,000	65,000



City of Tukwila
Washington

Adopted

2021 – 2026

Financial Planning Model
And
Capital Improvement Program



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City of Tukwila

6200 Southcenter Boulevard • Tukwila, Washington • 98188
Tel 206-433-1800 • www.tukwilawa.gov

Allan Ekberg, Mayor

January 7, 2021

Dear Tukwila City Councilmembers and Community,

I am pleased to present the final 2021-2026 Capital Improvement Program (CIP) to the members of the Tukwila City Council and broader community. The CIP is a critical planning document and companion of the broader biennial budget that outlines the City's significant investments over the next six years.

Like every other jurisdiction in the region, Tukwila has been adversely impacted by revenue reductions associated with the coronavirus pandemic. Due to the collaboration with the Council, the City was able to respond early and make difficult financial and service decisions that placed the City in a better place to create a balanced 2021-2022 budget that upholds our city's values of caring for our community, professionally serving our residents and businesses and being responsive to our youth, families, and seniors. These actions, as well as additional savings identified in the 2021-2022 budget have allowed the City to develop a CIP that maintains critical infrastructure investments. I am excited to share with you some of the highlights.

In November of 2016, the public entrusted the City with additional resources to support the **Public Safety Plan** and the City has been good stewards of these funds. The projects are on-time and on-budget and some have already opened. This CIP continues that commitment. Here are the highlights of the Public Safety Plan CIP projects:

- Opened the Justice Center and Fire Station 51 – on-time and on-budget
- Will open new headquarters Fire Station 52 in 1st Quarter 2021 – on-time and on-budget
- Phase I - Public Works Fleet and Facility services is scheduled to go out to bid this year to take advantage of a competitive bidding environment, with construction scheduled to be completed in 2021. This will move our staff to a seismically safe building that will also meet regulatory standards.

Additional investments in our arterial streets, utilities and bridges are also key, particularly given the role we play as an economic engine for the entire state. The economic health of our region relies on the ability of goods, employees, and shoppers to get in and out of our central business district and employment centers on the north and south ends of our city. Here are some examples of critical investments being made in our community in this CIP:

- Utilities – this budget increases the level of investment to implement strategic plan goals of upgrading facilities, ensuring future water storage for our community, improving fish passage, and maintaining our levees.
- Street Overlays – the Proposed 2021-2022 budget restores overlays to originally planned levels of \$1.4 million per year to maintain our high pavement rating.
- 42nd Ave South Bridge – included in the CIP is approval for 30% design to ensure we are competitive for grants at the state and federal level. Our state legislators and funding partners all recommend moving forward with design to be more competitive for grants and future funding for this deficient bridge that serves our Allentown community.
- Planning for teens and seniors – this CIP includes funding for the initial programming and feasibility study of a new teen and senior center in the Tukwila International Boulevard neighborhood. Outreach and community engagement will begin in the first quarter of 2021 to ensure this proposed new facility includes programs and amenities to support our diverse senior and teen communities.

These are just some of the investments we will make over the coming biennium, all of which are consistent with our adopted Strategic Plan and the budget priorities previously identified by the Council and Administration. The CIP is a living document that will be used as a roadmap and planning tool, particularly as we identify additional grants to fund projects in future biennia.

We have a lot of investments ahead in our community, and even during difficult budget times, it is critical that we continue these investments to ensure the long-term sustainability of our economy, infrastructure, and community.

Sincerely,

Allan Ekberg
Mayor

CITY ADMINISTRATION

Mayor	Allan Ekberg
City Administrator	David Cline
Deputy City Administrator	Rachel Bianchi
City Attorney	Kari Sand
Finance Director	Vicky Carlsen
Community Development Director	Jack Pace
Parks and Recreation Director	Rick Still
Interim Public Works Director	Hari Ponnekanti
Fire Chief	Jay Wittwer
Interim Police Chief	Eric Drevers
Human Resources Director	Juan Padilla
Deputy Administrative Service Director/CIO	Joel Bush
City Clerk	Christy O'Flaherty

2021 – 2026 ADOPTED FINANCIAL PLANNING MODEL AND CAPITAL IMPROVEMENT PROGRAM PREPARED BY:

PUBLIC WORKS PERSONNEL

Hari Ponnekanti
Gail Labanara
Ryan Larson
Cyndy Knighton
Adib Altallal
Adam Cox
Mike Perfetti
Mike Ronda
Scott Bates
Greg Villanueva
Russell Betteridge
Tanya Taylor
Jenn Ronda

FINANCE PERSONNEL

Vicky Carlsen
Tony Cullerton
Jeff Friend
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Sherry Wright
Diane Jaber
Cindy Wilkens
Joanna Fortenberry
Elveena Narayan
Karen Fricke
Dalene Qualls

SPECIAL THANKS FOR SIGNIFICANT CONTRIBUTION TO THE 2021 CIP PROCESS:

Laurel Humphrey and Craig Zellerhoff

Financial Planning Model & Capital Improvement Program

Overview

FINANCIAL PLANNING MODEL

The Financial Planning Model is comprised of three attachments:

Six-Year Financial Plan: General Fund Revenues and Expenditures

This attachment summarizes the general fund revenues, operations and maintenance, and debt and capital expenditures.

Attachment B: General Fund Operations & Maintenance Expenditures

Attachment B provides a greater level of detail for the anticipated operations and maintenance.

Operating Transfers - Debt Service:

This table lists all the City's existing and proposed debt through 2026.

Attachment C: General Government Project Costs

This attachment provides a greater level of detail for the anticipated capital expenditures.

GENERAL REVENUES

We enter this new biennium in unprecedented times. Due to the coronavirus pandemic, cities throughout the region and country are facing budget shortfalls due to the public health need for people to stay home. This reality has led to both temporary and short-term business closures, furloughs, and layoffs in a variety of industries, delays and delinquencies in tax payments, and reduced utility consumption, resulting in reduced fees. While Tukwila experienced an unprecedented loss of revenues in early 2020, the revenues rebounded in the second half of the year better than expected. The City initially projected the need for \$4.8 million in contingency to balance the budget in 2020. A better revenue forecast, coupled with departments holding the line on spending, the City now anticipates using only \$700 thousand, or less, of contingency in 2020. Additionally, the City has not budgeted the use of contingency to balance the next biennium in 2021 and 2022.

Sales Taxes

Sales tax is the City's largest revenue source. Since 2017, sales tax has not been growing as quickly as it has in previous years. Sales tax has been hit particularly hard by the COVID-19 pandemic. The retail and services sectors of sales tax show the biggest losses. One good news story with sales tax is construction, which has exceeded expectations throughout 2020.

Property Taxes

The 1% property tax limitation is still the most revenue restrictive element of the general revenue base. Accordingly, other revenue categories must make up the difference in order to achieve the overall 3% revenue growth target. Combined with new construction as the foundation for annual growth, we are anticipating an average growth rate of 2.3% through 2026.

Utility Taxes

The City implemented a 6% solid waste tax and 10% interfund utility tax in 2009 (originally 15%, reduced to 10% in 2010) which have since become the City's third largest tax revenue source. In 2019, the solid waste utility tax was increased to 11% effective November 1, 2019 and an additional increase, to 16%, effective July 1, 2020. The additional revenue has been dedicated to road maintenance and road related projects. This represents over 10% of the City's total ongoing revenue supporting the general fund in both years. The City of Tukwila has a 6% utility tax on cable, electricity, telephones, cellular phones, natural gas, and garbage. The interfund utility tax was set to expire at the end of 2015 but was extended through 2021 at the same rate. In early 2021, the City anticipates presenting legislation to extend the interfund utility tax deadline another five years.

Utility taxes have remained fairly level through the end of 2019 with the exception of telephone utility tax, which has been declining in recent years due to changing consumer behavior. Additionally, utility taxes have been negatively impacted by the pandemic. As businesses were closed for several weeks, utility usage was significantly lower and has not yet returned to pre-pandemic levels. With businesses continuing to reopen, utility taxes are projected to grow at 2.5% each year during the next 6 years.

Other Revenues

The City enacted a business license fee in 2010. Revenue from this license fee is expected to be negatively affected by the pandemic well into 2021. Other revenue sources have been projected conservatively, taking into consideration that the pandemic will continue into 2021.

UTILITY REVENUES

Water

Cascade Water Alliance (CWA) has increased the cost of purchased water and administrative dues for 2021 by 2.2% and another 2.2% for 2022. We are proposing 2% water rate increase in 2021 and 5%/6% in 2022 through 2026 to incorporate CWA's increases and the cost of the City's operation and maintenance as well as critical infrastructure. These rate increases are necessary to keep the fund stable and incorporate CWA's rate increases in the future.

Sewer

King County Sewer Metro will have a 4.5% rate increase in 2021 as they normally do rate increases every other year. There are no increases proposed for the City's sewer fees in 2021 and 2022.

Surface Water

The Six-Year Planning Model requires rate increases to compensate for rising costs. We have proposed rate increases of 2% in 2021 and 5% in 2022. National Pollutant Discharge Elimination System (NPDES) permit requirements have significant costs for the Surface Water fund. The City's surface water fees remain lower than neighboring jurisdictions.

CAPITAL EFFORTS – GENERAL

Below are the significant new elements of the 2021-2026 Capital Improvement Program.

Residential Streets

Residential street improvements include three grant-funded projects: South 152nd Street Safe Routes to School Project, the 46th Avenue South Safe Routes to School Project, and the Macadam Road South Complete Street Project.

Bridges

The Boeing Access Road over BNRR Bridge Rehabilitation Project was completed in 2020 and Boeing Access Road Bridge (BAR) over Airport Way Seismic Retrofit is currently under construction in late 2020. The 42nd Avenue South Bridge Replacement, the bridge next to the Tukwila Community Center, will be a major focus in 2021. This critical road infrastructure not only provides access to the Allentown neighborhood, but it is the key roadway for the BNSF multimodal yard, which plays a critical role in the region's movement of goods and freight. The CIP includes funding to get the project to 30% design, which would allow it to be a candidate for state and federal grants and other funding. As the bridge is near the end of its useful life, this will be a key priority for the coming biennium.

Arterial Streets

West Valley Highway from I-405 to Strander Boulevard is currently in design and is scheduled for construction in 2021. A State Transportation Improvement Board grant and Federal grant funds cover most of the costs. Funding is also included for the Annual Overlay and Repair Program.

Parks & Recreation

Park improvements include Park Acquisition, Open Space Improvements, Tukwila Pond, the Municipal Arts Fund, and Multipurpose Trails.

Urban Renewal

The City completed the Tukwila Village land sale in 2019. The site is now developed with three apartment buildings for seniors, a library, a plaza, a community gathering space, coffee shop, office, and retail. The fourth and final apartment building is under construction and scheduled to open in 2021.

The City is in the process of selling the vacant land just south of Tukwila Village (where three motels and a smoke shop were located) to HealthPoint to construct a new health and wellness center that will include primary care medical, dental, behavioral health, a pharmacy and other community services. The sale is scheduled to be completed in 2021.

The City is in the process of selling the former Traveler's Choice motel site to a coalition of businesses that had been dislocated by the new Justice Center. The sale is scheduled to be completed in 2021.

Public Safety Plan

The Public Safety Plan fund is used to account for costs associated with construction of the Justice Center and rebuilding Fire Stations 51 and 52 along with life-cycle replacement of Fire Apparatus and Equipment. Funding for these projects come from the voter-approved debt, as well as other sources. The Justice Center and Fire Station 51 were completed in 2020; Fire Station 52 is scheduled to open in early 2021.

Facilities

The City acquired land and completed the master plan for the City's Public Works facility. Funding will come from both general fund revenue and utility funds. The general fund contributes half of the costs for the project with the other half from the three utility funds, allocated by FTE count. This CIP contains funding for Phase 1 of the master plan and will move fleet and facilities personnel into a seismically upgraded facility that meets regulatory standards.

This fund will also account for the design and construction of a new Intergenerational Teen/Senior Center.

Water

Water capital improvements include beginning the new Water Reservoir and Pump Station Project, Macadam Road South Water Upgrade, and continuing with GIS Inventory. The update to Water Comprehensive Plan is also scheduled for adoption in 2021.

Sewer

Sewer improvements include the continuing construction of the Commercial Business District's Sanitary Sewer Rehabilitation Project. Construction for 2021 and 2022 includes the Annual Sewer Repair Program and the Sewer Lift Station Upgrades Project. The update to the Sewer Comprehensive Plan is scheduled for adoption in 2021.

Surface Water

Ongoing projects include the Annual Small Drainage Program, Storm Water Quality Retrofit Program, NPDES Phase II permit, WRIA 9, Green the Green and Surface Water Monitoring. Construction will continue on the East Marginal Way South Stormwater Outfalls and Gilliam Creek Fish Barrier Removal Projects.

Financial Planning Model & Capital Improvement Program

Overview

Introduction

Providing infrastructure is a primary function of a local government. Maintaining public safety, city services, parks and recreation facilities, and the community's quality of life are heavily dependent on how the City plans for future infrastructure needs.

The Capital Improvement Program (CIP) is a comprehensive multi-year plan of proposed capital projects that will support the continued growth and development of the City. It represents the City's plan for physical development and it intended to identify, and balance the needs, within the financial capabilities and limitations of the City. The plan is reviewed and updated every two years to reflect changing priorities and provides an ongoing framework for identifying capital needs, scheduling projects over a period of time, coordinating related projects, and identifying future fiscal impacts.

Generally, the CIP includes projects that are relatively expensive, have a multi-year useful life, and result in capital assets. These include the additions to or renovations of existing streets, buildings, technology, infrastructure for utilities, and land purchases. However, the CIP can also include projects that do not result in a capital asset upon completion but are associated with significant maintenance and repair of existing capital assets. An example of this would be overlay, which the City typically expends in excess of \$1 million annually on overlay projects but does not result in a new capital asset or an improvement to an existing capital asset.

Due to the nature and total costs of the projects identified in the CIP, the City will most often fund these projects with dedicated revenue sources including grants, impact fees, bond proceeds, and taxes externally restricted to certain types of projects. Any remaining CIP projects that do not have a dedicated revenue source will be funded with general fund dollars.

The first two years of the CIP is the basis for actual appropriations authorized by the City Council for projects when adopting the biennial budget. The remaining four years are a guide for future funding requirements to complete current projects as well as a guide for future planned projects. The projects reflected in the out years (years four through six) reflect projects the City believes it has the financial ability to fund within that time frame. The out years of the plan reflect projects that are important to the community, however, if funding capabilities are not realized, then the projects will necessarily be pushed to future CIP programs.

The overall CIP schedule is formulated to reflect the City's priorities and needs, by taking into consideration the City's goals and policies, various master and strategic plans, the urgency of a project, the potential for future project funding, and ongoing operational requirements.

The CIP is a dynamic process, with anticipated projects being changed, added, and deleted from the plan as the six-year timeline moves forward.

The City Council adopts the CIP as part of the biennial budget process. Formal adoption of the CIP indicates the City's commitment to the plan but does not in itself authorize expenditures. Per City policy, all purchases that above \$40 thousand require approval by City Council.

Capital Projects

The purpose of the CIP is to systematically identify, plan, schedule, finance, track, and monitor capital projects. Most capital projects are included in the CIP, with the exception of equipment purchases for the general fund, rather than the operating budget.

The objectives used to develop the CIP include the following:

- Preserve and improve basic infrastructure of the city through construction and rehabilitation.
- Maximize the useful life of capital investments by scheduling renovations and modifications at the appropriate time in the life cycle of the asset.
- Identify and examine current and future infrastructure needs and establish priorities among projects so that available resources are used to the community's best advantage.
- Improve the financial planning by comparing needs with resources, estimating future needs, and identifying future implications.

The 2021 – 2026 CIP provides an implementation schedule for each of the projects that provides for:

- Coordination and timing of project construction/acquisition amongst other competing needs
- Estimate of each project's costs
- Estimated timeline for completing of the project
- Anticipated sources of revenue for financing the project
- Estimate of the impact on each project on ongoing operating budgets

Operating impact information has been forecasted from the scheduled completion date of the project. The CIP attempts to meet the highest priority needs of the community. It will be continually evaluated in the future to ensure that it is consistent with the priorities of the City Council, with sound financial policies, and the available resources of the City.

The major items in the CIP are categorized by type of project, then itemized by project title, year, and cost on the summary sheets of the CIP document. The project detail sheets for individual projects anticipated within the next six years of the program follow the summary sheets. The summary sheets also included possible projects after six years. The types of projects included in the CIP are:

- Residential streets
- Bridges and arterial streets
- Parks
- Urban renewal
- General government
- Public safety
- City facilities
- Water utility
- Sewer utility

- Surface water utility
- Foster Golf Course

A summary of the CIP is provided in the 2021-2022 budget document. The total CIP budget for the six-year CIP is as follows:

Summary of Capital Improvement Program Projects Included in the 2021 - 2026 CIP							
	2021	2022	2023	2024	2025	2026	Total
Residential Streets	369,000	3,610,000	5,170,000	-	-	-	9,149,000
Bridges & Arterial Stree	7,039,000	3,064,000	6,285,000	11,500,000	11,505,000	2,977,000	42,370,000
Parks	2,505,000	505,000	2,680,000	505,000	505,000	505,000	7,205,000
Urban Renewal	35,000	10,000	-	-	-	-	45,000
General Government	190,000	150,000	200,000	200,000	200,000	200,000	1,140,000
Public Safety	1,239,000	559,000	290,000	1,447,000	196,000	1,402,000	5,133,000
City Facilities	9,167,000	-	500,000	20,000,000	21,285,000	2,000,000	52,952,000
Water Utility	1,725,000	2,455,000	3,140,000	2,605,000	2,380,000	1,240,000	13,545,000
Sewer Utility	3,202,000	2,865,000	2,145,000	2,755,000	3,965,000	3,485,000	18,417,000
Surface Water Utility	4,624,000	7,330,000	4,973,000	8,441,000	4,290,000	2,020,000	31,678,000
Foster Golf Course	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Total	30,145,000	20,598,000	25,433,000	47,503,000	44,376,000	13,879,000	181,934,000

Capital Outlay in the Operating Budget

In addition to the CIP, the City funds an equipment replacement internal service fund for rolling stock owned and operated by the City. Funds and departments that utilize the equipment transfer funds to the internal service fund to purchase and replacement of the vehicles.

The City also funds equipment for general fund departments out of general fund tax dollars. Capital outlay in the general fund includes technology, exercise equipment, and department specific equipment.

Impact on the Operating Budget

The City's operating budget is directly affected by the CIP. When certain types of capital projects are developed and completed, they also have ongoing financial impacts. For example, if the City were to construct a new park, the operating budget would either increase to accommodate additional staffing and supplies or existing staffing and supplies would remain at the same level but be required to be spread across more parks.

The next few pages outline the individual CIP projects that will be completed in the 2021-2022 biennium, along with an estimated future operating budget impact if it is possible to identify the cost at this time in the project's lifecycle. The list does not include projects that will be completed in 2023 – 2026 because additional planning will be required in order to determine the operating budget impacts. The list also does not include projects that are included in the CIP but do not meet the definition of a capital project.

Capital Improvement Project Summaries for FY 2021-22

Amounts shown reflect new fiscal year funding only. The project type reflects whether the project is an ongoing capital maintenance and repair, new construction, one-time capital acquisition, or other designation to help differentiate between recurring costs and one-time costs. The project impact to the operating budgets is incorporated into the FY 2021-22 budget and into the long-range financial forecast, as appropriate.

Residential Street

46th Ave S Safe Route to School

Description: Install curb, gutter, and sidewalk on the west side of 46th Ave S. Install a curb bulb-out at the southeastern corner of 46th Ave S and S 144th St and a raised crosswalk on S 144th St with pedestrian-activated flashing beacons.

Project Type: One-time capital improvement

FY 2021-22 Funding: \$510,000

Funding Source: City Oper. revenue of \$114k with proposed grant funding of \$396k.

Impact on Operating Budget: \$104k existing fund balance, \$10k dedicated revenue stream (MVFT)

Macadam Rd S Complete Street

Description: Construction of a complete street design for Macadam Rd South between South 144th St and S 150th St. This project will require roadway widening and re-channelization to add 5-foot bike lanes and 5-foot sidewalks on both sides of the roadway, and includes illumination curb, and storm drainage.

Project Type: One-time capital improvement

FY 2021-22 Funding: \$500,000

Funding Source: City Oper. revenue of \$50k with proposed grant funding of \$450k in 2022.

Impact on Operating Budget: \$40k existing fund balance, \$10k dedicated revenue stream (MVFT)

S 152nd St Safe Routes to School

Description: Install curb, gutter, and sidewalks on both sides of S 152nd St, including widening pavement width by three feet to construct an on-street parking lane as a buffer between the roadway and sidewalk on the north side.

Project Type: One-time capital improvement

FY 2021-22 Funding: \$2,969,000

Funding Source: City Oper. revenue of \$260k, awarded grant funds of \$369k, and proposed grant funds of \$2.3M.

Impact on Operating Budget: \$260k dedicated revenue stream (MVFT).

Bridges & Arterial Streets

Andover Park E/Minkler Blvd. Intersection

Description: Design and construct left turn lanes on Andover Park East and reconstruct traffic signal.

Project Type: Ongoing annual maintenance.

FY 2021-22 Funding: \$144,000

Funding Source: Traffic Impact Fees, City Oper. Revenue

Impact on Operating Budget: \$111k Traffic Impact Fees; \$33k City Operating Revenue

Southcenter Blvd/65th Ave S Signal

Description: Design and construct a traffic signal at the Southcenter Blvd/65th Ave S Intersection.

Project Type: Ongoing annual maintenance.

FY 2021-22 Funding: \$100,000

Funding Source: Proposed grant, Traffic Impact Fees

Impact on Operating Budget: This project has no direct impact on the operating budget.

BAR over Airport Way Seismic Retro

Description: Provide seismic modifications to the Boeing Access Road over Airport Way Bridge to allow it to withstand earthquake forces.

Project Type: One-time capital improvements

FY 2021-22 Funding: \$882,000

Funding Source: Awarded BRAC grant

Impact on Operating Budget: This project has no direct impact on the operating budget.

ADA Improvements

Description: Construct ADA complaint upgrades to City infrastructure in conjunction with a City developed plan.

Project Type: Ongoing capital improvements

FY 2021-22 Funding: \$70,000

Funding Source: City operating revenue

Impact on Operating Budget: This project draws \$70k from fund balance.

West Valley Hwy

Description: Design and construct completion of seven lane sections of West Valley Hwy with curbs, gutters, storm drainage, lighting and traffic control, and a pedestrian activated signal near the Southcenter Pedestrian Bridge.

Project Type: One-time capital improvement

FY 2021-22 Funding: \$3,195,000

Funding Source: Awarded TIB grant \$2.2M; Traffic Impact Fees \$303k; City Operating Revenue \$632k.

Impact on Operating Budget: This project has a \$174k impact on fund balance.

42nd Ave S. Bridge Replacement

Description: Design and construct a replacement structure for the existing 42nd Ave S Bridge near the Tukwila Community Center.

Project Type: Capital construction

FY 2021-22 Funding: \$878,000

Funding Source: Solid Waste Utility Tax \$650k, City Oper. Rev \$228k

Impact on Operating Budget: This project has a \$276k impact on the operating budget.

Green River Trail Improvements

Description: Construct a widened trail section between the west landing of the Southcenter Pedestrian Bridge and the shared use path on Christensen Road.

Project Type: Capital improvement

FY 2021-22 Funding: \$1,274,000

Funding Source: Proposed grant of \$966k; City operating revenue \$300k dedicated funding source.

Impact on Operating Budget: This project has a \$308k impact on the operating budget.

Land Acquisition, Rec and Park Dev**Park Improvements**

Description: Replace, renovation, addition, and/or improvement of amenities in various parks throughout the city.

Project Type: Capital improvement

FY 2021-22 Funding: \$810,000

Funding Source: KC Parks Levy \$608k; Park Impact Fees \$202k.

Impact on Operating Budget: This project draws \$96k from fund balance.

Multipurpose Trails

Description: Wide array of necessary trail improvements to the existing trail system infrastructure

Project Type: Capital improvement

FY 2021-22 Funding: \$100,000

Funding Source: REET 1 Funds

Impact on Operating Budget: This project has a \$50k impact to the operating budget in both 2021 & 2022.

Park Acquisition

Description: Acquisition of land to preserve open space or park land for future generations.

Project Type: Capital purchase

FY 2021-22 Funding: \$1,400,000

Funding Source: Proposed grant of \$1.4M.

Impact on Operating Budget: This project has no direct impact on the operating budget.

Open Space Improvements

Description: The city desires to provide equitable access to a quality park for all Tukwila residents. Development of new and future acquired properties and open spaces to meet community needs.

Project Type: Capital development

FY 2021-22 Funding: \$500,000

Funding Source: Dedicated Funding Source; City Operating Revenue

Impact on Operating Budget: \$101k Dedicated funding source (Park Impact Fees), \$399k City operating revenue.

Tukwila Pond

Description: Master planning, designing, and developing the Tukwila Pond Park in coordination with surrounding property developments and in response to the community.

Project Type: Capital improvement

FY 2021-22 Funding: \$100,000

Funding Source: Lodging tax funds

Impact on Operating Budget: This project is funded with Lodging Tax funds.

Urban Renewal**Tukwila Village**

Description: The City purchased and sold 5.76 acres of property at Tukwila International Blvd. and S. 144th St. for mixed-use development including a library, plaza, office, retail, and other amenities.

Project Type: Ongoing capital infrastructure

FY 2021-22 Funding: \$25,000

Funding Source: Fund balance

Impact on Operating Budget: This project has a \$25k impact on operating revenue.

TIB Redevelopment

Description: Tukwila International Blvd (TIB) Redevelopment Project is for the acquisition and disposition of properties within and adjacent to the City's Urban Renewal Area.

Project Type: One-time capital improvement

FY 2021-22 Funding: \$20,000

Funding Source: Land sales

Impact on Operating Budget: This project has a \$20k impact on operating revenue.

Public Safety Plan**Justice Center**

Description: As part of the City's Public Safety Plan, build a Justice Center for the Police Department, Municipal Court, and Emergency Operations to ensure the continuity and improvement of City services.

Project Type: One-time capital acquisition

FY 2021-22 Funding: \$200,000

Funding Source: Land sales

Impact on Operating Budget: This project has no direct impact on the operating budget.

Fire Station 52

Description: Construction of a 15,068 square foot fire station located in the City Hall Campus, at Southcenter Blvd and 65th Ave.

Project Type: General Government Capital Project

FY 2021-22 Funding: \$525,000

Funding Source: Land sales Tukwila South Mitigation; REET funds.

Impact on Operating Budget: This project has no direct impact on the operating budget.

Fire Equipment

Description: Fire trucks and fire equipment must be purchased on a regular basis. Funding this life/safety equipment via a voter approved bond guarantees that the Tukwila Fire Department is funded.

Project Type: Ongoing Capital purchases

FY 2021-22 Funding: \$474,000

Funding Source: Voter-approved bond

Impact on Operating Budget: This project has no direct impact on the operating budget.

City Facilities**Public Works Shops**

Description: Construct a new City Public Works maintenance and operations center, combining all operational functions at one location.

Project Type: One-time capital acquisition

FY 2021-22 Funding: \$7,079,000

Funding Source: \$2.8M bond proceeds General Fund \$1.2M, REET \$3M, Enterprise Funds \$4.2M

Impact on Operating Budget: This project has a \$1.2M impact on the operating budget.

Intergenerational Youth/Senior Center

Description: Construct a new Intergenerational center that serves the Youth and Senior population.

Project Type: One-time capital acquisition

FY 2021-22 Funding: \$600,000

Funding Source: Public Safety Plan

Impact on Operating Budget: This project has no direct impact on the operating budget.

City-Wide ERP System

Description: Purchase a fully integrated Enterprise Resource Planning system.

Project Type: One-time capital acquisition

FY 2021-22 Funding: \$1,000,000

Funding Source: \$1M Facility Replacement Fund

Impact on Operating Budget: This project has no direct impact on the operating budget.

6-Year Financial Plan 2021 – 2026 Analysis

General Fund	2018 Actual	2019 Actual	2020 Projected YE	2020 Budget	2021 Budget	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Percent Change (Budgetary Comparison)					
											2020 (B)- 21	2021- 22	2022- 23	2023- 24	2024- 25	2025- 26
Revenues																
Taxes																
Sales Tax	18,894,509	19,948,391	16,210,000	19,910,676	17,550,000	18,450,000	19,372,500	19,856,813	20,353,233	20,862,064	-11.9%	5.1%	5.0%	2.5%	2.5%	2.5%
Use Tax	709,109	738,157	745,000	690,000	765,000	850,000	867,000	884,340	902,027	920,087	10.9%	11.1%	2.0%	2.0%	2.0%	2.0%
Total Sales Tax	20,603,617	20,686,548	16,955,000	20,600,676	18,315,000	19,300,000	20,239,500	20,741,153	21,255,260	21,782,131	-11.1%	5.4%	4.9%	2.5%	2.5%	2.5%
Property Tax	15,177,011	15,545,978	16,306,453	16,416,611	16,900,000	17,300,000	17,819,000	18,353,570	18,904,177	19,471,302	2.9%	3.0%	3.0%	3.0%	3.0%	3.0%
Business Tax	11,115,985	10,958,428	8,414,021	12,082,610	9,823,200	10,607,700	10,873,918	11,145,765	11,424,410	11,710,020	-18.7%	8.0%	2.5%	2.5%	2.5%	2.5%
Total Taxes	46,896,613	47,192,951	41,675,474	49,100,197	45,038,200	47,207,700	48,932,418	50,240,488	51,583,846	52,963,453	-8.3%	4.8%	3.7%	2.7%	2.7%	2.7%
Charges for Services	2,752,931	3,351,453	2,101,339	3,529,207	2,540,600	2,544,925	2,953,099	2,634,761	2,687,456	2,741,205	-28.0%	0.2%	1.5%	2.0%	2.0%	2.0%
Other Income	1,146,213	1,332,285	855,493	1,214,156	882,188	879,573	897,164	915,108	933,410	952,078	-27.3%	0.3%	2.0%	2.0%	2.0%	2.0%
Licenses & Permits	4,875,454	5,554,889	5,878,550	6,784,894	6,071,100	6,110,100	6,262,853	6,419,424	6,579,909	6,744,407	-10.5%	0.6%	2.5%	2.5%	2.5%	2.5%
Indirect Cost Allocation	2,325,643	2,545,644	2,637,288	2,637,288	2,661,382	2,687,997	2,741,757	2,796,592	2,852,524	2,909,574	0.9%	1.0%	2.0%	2.0%	2.0%	2.0%
Intergovernmental Revenue	4,795,018	4,275,282	4,057,529	3,922,367	3,157,055	3,078,305	3,156,288	3,235,195	3,315,075	3,398,977	-19.5%	-2.5%	2.5%	2.5%	2.5%	2.5%
Fees & Penalties	232,054	184,667	114,129	291,718	130,375	139,925	141,324	142,737	144,165	145,607	-55.3%	7.3%	1.0%	1.0%	1.0%	1.0%
Total Revenues	63,023,326	64,436,282	57,319,802	67,479,827	60,480,300	62,650,525	64,714,902	66,384,305	68,097,385	69,855,301	-10.4%	3.6%	3.3%	2.6%	2.6%	2.6%
Expenditures																
Salaries & Benefits	40,729,874	42,695,420	41,464,279	44,962,202	42,917,897	44,416,262	45,507,326	46,331,537	47,790,126	48,994,375	-4.5%	3.5%	2.5%	2.5%	2.5%	2.5%
Operations	16,551,601	16,007,678	13,133,307	15,178,887	13,803,298	13,911,413	14,067,985	14,229,348	14,395,679	14,567,161	-8.1%	0.8%	1.1%	1.1%	1.2%	1.2%
Transfers Out																
Debt Service																
Transfer Out - Fund 209 (2017 GO)	556,850	557,700	558,250	558,250	553,500	553,600	558,400	557,750	556,800	555,550	-0.9%	0.0%	0.9%	-0.1%	-0.2%	-0.2%
Transfer Out - Fund 208 (2018 GO)	119,513	402,100	402,100	402,100	402,100	402,100	766,350	767,225	767,100	765,795	0.0%	90.8%	-0.1%	0.1%	0.0%	-0.2%
Transfer Out - Fund 217 (2011 GO)	549,250	548,700	545,300	545,300	546,300	551,500	546,300	546,300	546,300	546,300	0.2%	1.0%	-1.0%	-100.0%	0.0%	0.0%
Transfer Out - Fund 214 (2020 GO)	575,152	575,152	575,152	575,152	515,736	514,415	515,029	516,579	516,579	516,579	0.1%	-0.3%	-0.3%	0.7%	-100.0%	0.0%
Transfer Out - Fund 219 (2019 GO)			792,370	793,750	515,069	514,415	515,029	516,579	516,579	516,579	-16.0%	110.6%	0.0%	-0.1%	0.1%	7.0%
Transfer Out - Fund 220 (2021 GO est)					666,717	1,404,367	1,405,035	1,403,700	1,404,812	1,503,700	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer Out - Fund 201 (2018 GO)	809,100	810,900	810,900	810,900	309,000	309,000	309,000	309,000	309,000	309,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer Out - Fund 218 (MFD)	113,130	113,130	113,130	113,130	113,130	113,115	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer Out - Fund 200 (2014, 2015, 2017)	711,971	711,971	709,591	709,591	396,277	2,999,844	657,334	653,946	656,608	652,030	-48.8%	742.0%	-78.1%	-0.5%	0.4%	-0.7%
Total Debt Service	3,434,966	3,661,966	3,570,421	3,637,190	3,462,760	7,212,941	4,755,048	4,208,200	3,694,320	3,786,075	-4.8%	108.3%	-34.1%	-11.5%	-12.2%	2.5%
Other																
Transfer to Contingency Fund	164,877	402,841	0	210,000	0	0	0	0	0	0	-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer to Firemen's Pension	0	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer to Golf Course	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	-41.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Other	464,877	702,841	300,000	510,000	300,000	300,000	300,000	300,000	300,000	300,000	-41.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Expenditures	61,181,318	63,068,125	58,468,007	64,288,079	60,483,855	65,840,616	64,630,358	65,508,085	66,180,125	67,637,610	-5.9%	8.9%	-1.8%	1.1%	1.2%	2.2%
Operating Results																
Net Operating Result	1,842,608	1,368,157	(1,148,206)	3,191,748	(3,055)	(3,190,091)	84,544	1,015,220	1,917,260	2,217,691	92.1%	2.2%	-100.0%	0.0%	0.0%	0.0%
Capital Expenditures	80,033	109,051	30,495	270,000	518,665	530,000	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfers In																
Transfer from Contingency	0	0	700,000	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer from PSPHV Shops	1,000,000	0	0	0	1,068,817	2,171,467	2,171,385	2,170,925	2,170,925	2,170,925	0.0%	103.2%	0.0%	0.0%	-100.0%	0.0%
Transfer from Land Acq. Park	0	0	400,000	200,000	1,200,000	2,776,000	2,776,000	2,776,000	2,776,000	2,776,000	500.0%	131.3%	-100.0%	0.0%	0.0%	0.0%
Total Transfer In	1,000,000	0	1,100,000	200,000	2,268,817	4,947,467	2,171,385	2,170,925	2,170,925	2,170,925	103.4%	118.1%	-56.1%	0.0%	-100.0%	0.0%
Transfer Out																
Transfer to Land Acq. Park	88,190	19,600	21,950	21,950	0	0	0	0	0	0	-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer to City Facilities	0	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Transfer to Gen Gov't Imp.	200,000	200,000	0	200,000	300,000	0	200,000	200,000	200,000	200,000	50.0%	-100.0%	0.0%	0.0%	0.0%	0.0%
Transfer to PAV Shops	1,000,000	0	0	2,850,000	0	0	250,000	1,400,000	1,400,000	1,400,000	-100.0%	0.0%	0.0%	460.0%	0.0%	0.0%
Transfer to Residential Street	0	1,850,000	400,000	100,000	0	0	200,000	0	0	0	-100.0%	0.0%	0.0%	-100.0%	0.0%	0.0%
Transfer to Aerial Street	0	0	0	0	1,400,000	400,000	2,100,000	1,400,000	1,000,000	900,000	0.0%	-71.4%	425.0%	-33.3%	-28.6%	-10.0%
Total Transfer Out	1,288,190	2,069,600	421,950	3,171,950	1,700,000	400,000	2,750,000	3,000,000	2,600,000	2,500,000	-46.4%	-76.5%	587.5%	9.1%	-13.3%	-3.8%
Net Transfers Out (In)	288,190	2,069,600	(678,950)	2,971,950	(568,817)	(4,547,467)	578,615	829,075	2,600,000	2,500,000	-118.1%	689.5%	-112.7%	43.3%	213.6%	-3.8%
Total Capital Outflows (Inflows)	368,223	2,178,651	(647,555)	3,241,950	(50,152)	(4,017,467)	578,615	829,075	2,600,000	2,500,000	-101.5%	7910.6%	-114.4%	43.3%	213.6%	-3.8%
Fund Balance																
Starting Fund Balance	11,468,110	12,942,494	12,132,001	13,828,530	11,631,350	11,678,448	12,505,824	12,011,752	12,197,897	11,515,157	-15.9%	0.4%	7.1%	-4.0%	1.5%	-5.6%
Surplus/(Deficit)	1,474,385	(810,493)	(500,651)	(50,202)	47,097	827,376	(494,071)	186,145	(662,209)	(282,209)	-193.8%	1656.7%	-153.7%	-137.7%	-466.8%	-58.7%
Ending Fund Balance	12,942,494	12,132,001	11,631,350	13,778,328	11,678,448	12,505,824	12,011,752	12,197,897	11,515,157	11,232,948	-15.2%	7.1%	-4.0%	1.5%	-5.6%	-2.5%

Reserve Policy (18% of prior year ongoing revenue):

The City's Reserve Policy is met in the 2021-2022 and 2023-2024 biennium, but not in 2025 or 2026 due to conservative budget projections. This is consistent with 6-year forecasts found in previously adopted budgets. With many unknowns regarding the COVID-19 pandemic estimates are extremely conservative for the upcoming biennium. If revenues exceed expectations in 2020 and 2021, it is very likely that 2025 and 2026 will meet reserve policy as well without changes to capital or operational plans.

All ongoing expenditures and debt service requirements are met without drawing down fund balance. The 6-year financial plan is used for planning purposes only and is updated with each budget cycle. The plan will be adjusted as necessary to ensure the Reserve Policy continues to be met in each year. The Reserve policy, as revised in 2015, requires a general fund minimum fund balance of 18%, as calculated on the prior year ongoing general fund revenue. Also, a new discretionary reserve was added to the policy. Under this section, 10% of one-time revenue realized in the previous year will be set aside as a one-time revenue reserve, to the extent doing so does not negatively impact compliance with the general fund minimum fund balance requirement. Indication of compliance with the new minimum balance reserve requirement and the former requirement is demonstrated in the chart below.

Reserve policy compliance:	Proposed Budget		Projections			
	2021	2022	2023	2024	2025	2026
Minimum fund balance - 18%	Yes	Yes	Yes	Yes	No	No
Contingency reserve fund balance - 10%	Yes	Yes	Yes	Yes	Yes	Yes

Expenditures in 2021 through 2026 have been projected to increase based on the chart below. Expenditures will be closely monitored to ensure that ongoing revenues continue to support ongoing expenditures.

REVENUE ASSUMPTIONS	CURRENT SIX YEAR PLAN ANNUAL CHANGE				EXPENDITURE ASSUMPTIONS	CURRENT SIX YEAR PLAN ANNUAL CHANGE			
	22-23	23-24	24-25	25-26		22-23	23-24	24-25	25-26
Sales Tax	5.0%	2.5%	2.5%	2.5%	Salaries & Benefits	2.0%	2.0%	2.0%	2.0%
Use Tax	2.0%	2.0%	2.0%	2.0%	Salaries	2.0%	2.0%	2.0%	2.0%
Property Tax	3.0%	3.0%	3.0%	3.0%	Overtime	2.0%	2.0%	2.0%	2.0%
Business Tax	2.5%	2.5%	2.5%	2.5%	Extra Labor	0.0%	0.0%	0.0%	0.0%
Charges for Services	1.5%	2.0%	2.0%	2.0%	Holiday Pay	2.0%	2.0%	2.0%	2.0%
Other Income	2.0%	2.0%	2.0%	2.0%	Medical & Dental	5.0%	5.0%	5.0%	5.0%
Licenses & Permits	2.5%	2.5%	2.5%	2.5%	FICA	2.0%	2.0%	2.0%	2.0%
Transfers in-ICA	2.0%	2.0%	2.0%	2.0%	Pension-PERS/PSERS	2.0%	2.0%	2.0%	2.0%
Transfers in-OTHER	0.0%	0.0%	0.0%	0.0%	Industrial Insurance	0.0%	0.0%	0.0%	0.0%
Intergovernmental Revenue	2.5%	2.5%	2.5%	2.5%	Pension-LEOFF 2	2.0%	2.0%	2.0%	2.0%
Fines & Penalties	1.0%	1.0%	1.0%	1.0%	Uniform/Clothing	0.0%	0.0%	0.0%	0.0%
					Unemployment	0.0%	0.0%	0.0%	0.0%
					Operations Supplies				
					Rentals and Leases	2.0%	2.0%	2.0%	2.0%
					Professional Services	0.2%	0.2%	0.2%	0.2%
					Ext Taxes, Oper. Assess	0.0%	0.0%	0.0%	0.0%
					Inter-Governmental	0.0%	0.0%	0.0%	0.0%
					Public Utilities	3.0%	3.0%	3.0%	3.0%
					Miscellaneous	0.0%	0.0%	0.0%	0.0%
					Insurance	5.0%	5.0%	5.0%	5.0%
					Repairs and Maintenance	0.0%	0.0%	0.0%	0.0%
					Communication	0.0%	0.0%	0.0%	0.0%
					Travel	0.0%	0.0%	0.0%	0.0%
					Advertising	0.0%	0.0%	0.0%	0.0%
					Office & Operating Supplies	0.0%	0.0%	0.0%	0.0%
					Small Tools & Minor Equipment	0.0%	0.0%	0.0%	0.0%
					Items Purchased for resale	0.0%	0.0%	0.0%	0.0%

Attachment B - General Fund Departmental Expenditures

General Fund Expenditures	2018 Actual	2019 Actual	2020 Projected YE	2020 Budget	2021 Budget	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Percent Change (Budgetary Comparison)				
											2020 (B)-21	2021-22	2022-23	2023-24	2024-25
Salaries	27,508,645	28,547,693	28,343,059	30,064,147	28,695,262	29,603,468	30,195,537	30,799,448	31,415,437	32,043,746	-4.6%	3.2%	2.0%	2.0%	2.0%
Salaries	1,506,318	1,724,479	1,135,571	1,357,599	1,218,115	1,218,115	1,242,477	1,267,327	1,292,673	1,318,527	-10.3%	0.0%	2.0%	2.0%	2.0%
Overtime	697,233	819,391	121,465	764,697	302,528	304,528	304,528	304,528	304,528	304,528	-60.4%	0.7%	0.0%	0.0%	0.0%
Extra Labor	448,194	460,543	455,888	553,669	515,500	515,500	525,810	536,326	547,053	557,994	-7.2%	0.0%	2.0%	2.0%	2.0%
Holiday Pay	30,760,379	31,552,106	30,055,983	32,741,812	30,731,405	31,641,611	32,568,353	32,907,629	33,559,691	34,224,794	-6.1%	3.0%	2.0%	2.0%	2.0%
Total Salaries	5,478,650	5,745,036	6,023,855	6,457,336	6,904,119	7,551,216	7,928,777	8,325,216	8,741,476	9,178,550	6.9%	9.4%	5.0%	5.0%	5.0%
Medical & Dental	1,783,129	1,858,800	1,725,629	2,100,726	1,870,468	1,930,419	1,969,027	2,008,408	2,048,576	2,089,548	-11.0%	3.2%	2.0%	2.0%	2.0%
FICA	1,693,848	1,770,053	1,636,860	1,805,556	1,627,774	1,487,117	1,516,859	1,547,197	1,578,140	1,609,703	-9.8%	-8.6%	2.0%	2.0%	2.0%
Pension-PERS/PERSERS	637,663	774,596	843,046	934,878	875,778	876,857	876,857	876,857	876,857	876,857	-6.3%	0.1%	0.0%	0.0%	0.0%
Industrial Insurance	942,174	970,203	1,098,252	913,369	899,828	920,517	938,927	957,706	976,860	996,397	-1.5%	2.3%	2.0%	2.0%	2.0%
Pension-LEOFF 2	5,675	7,694	8,525	8,525	8,525	8,525	8,525	8,525	8,525	8,525	0.0%	0.0%	0.0%	0.0%	0.0%
Uniform/Clothing	38,356	18,273	72,960	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Unemployment	10,569,495	11,143,314	11,408,296	12,220,390	12,186,492	12,774,651	13,238,973	13,723,908	14,230,435	14,759,580	-0.3%	4.8%	3.6%	3.7%	3.7%
Total Benefits	40,729,874	42,695,420	41,484,279	44,962,202	42,917,897	44,416,262	45,507,326	46,631,537	47,790,126	48,984,375	-4.5%	3.5%	2.5%	2.5%	2.5%
Total Salaries & Benefits	46,248,524	49,440,456	47,548,154	51,419,538	49,822,016	52,001,518	53,435,652	55,366,753	56,531,602	58,162,925	-3.2%	3.5%	2.5%	2.5%	2.5%
Services	2,548,742	2,685,516	1,437,912	2,422,514	2,166,137	2,197,266	2,241,211	2,286,036	2,331,756	2,378,391	-10.6%	1.4%	2.0%	2.0%	2.0%
Rentals and Leases	3,627,286	6,282,192	5,609,014	5,905,964	5,390,359	5,570,136	5,581,276	5,592,439	5,603,624	5,614,831	-8.8%	3.3%	0.0%	0.0%	0.0%
Professional Services	164,487	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Ext Taxes Oper Assess	3,081,298	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Inter-Governmental	1,947,025	1,983,981	1,970,792	2,069,101	1,931,445	1,974,285	2,033,514	2,094,519	2,157,355	2,222,075	-6.7%	2.2%	3.0%	3.0%	3.0%
Public Utilities	1,894,040	1,224,377	1,054,874	1,275,973	983,442	977,942	977,942	977,942	977,942	977,942	-23.1%	-0.6%	0.0%	0.0%	0.0%
Miscellaneous	974,066	889,957	987,519	1,047,762	1,030,329	845,161	887,419	931,790	978,379	1,027,298	-1.7%	-18.0%	5.0%	5.0%	5.0%
Insurance	639,545	708,384	721,660	587,912	636,669	676,206	676,206	676,206	676,206	676,206	8.3%	6.2%	0.0%	0.0%	0.0%
Repairs and Maintenance	439,626	396,598	417,696	434,600	481,810	481,810	481,810	481,810	481,810	481,810	10.9%	0.0%	0.0%	0.0%	0.0%
Communication	169,229	197,517	39,970	159,630	83,196	88,696	88,696	88,696	88,696	88,696	-47.9%	6.6%	0.0%	0.0%	0.0%
Travel	37,806	22,981	16,450	47,550	34,750	34,750	34,750	34,750	34,750	34,750	-26.9%	0.0%	0.0%	0.0%	0.0%
Advertising	15,323,150	14,371,503	12,255,887	13,957,068	12,738,137	12,846,252	13,002,824	13,164,187	13,330,518	13,502,000	-8.7%	0.8%	1.2%	1.2%	1.3%
Total Services	1,205,964	1,618,590	870,420	1,199,681	1,052,161	1,052,161	1,052,161	1,052,161	1,052,161	1,052,161	-12.3%	0.0%	0.0%	0.0%	0.0%
Supplies	22,488	17,794	7,000	22,000	13,000	13,000	13,000	13,000	13,000	13,000	-40.9%	0.0%	0.0%	0.0%	0.0%
Items Purchased for resale	1,228,452	1,636,375	877,420	1,221,681	1,065,161	1,065,161	1,065,161	1,065,161	1,065,161	1,065,161	-12.8%	0.0%	0.0%	0.0%	0.0%
Total Supplies	16,551,601	16,007,878	13,133,307	15,178,687	13,803,298	13,911,413	14,067,985	14,229,348	14,395,679	14,567,161	-9.1%	0.8%	1.1%	1.1%	1.2%
Total Supplies & Services	57,281,475	58,703,297	54,597,586	60,140,889	56,721,195	58,327,675	59,575,311	60,860,885	62,185,805	63,551,535	-5.7%	2.8%	2.1%	2.2%	2.2%
Total Departmental Expenditures															

ATTACHMENT A-1

NOTES TO 6-YEAR FINANCIAL PLAN
REVENUES, EXPENDITURES AND FUND BALANCE**GENERAL****Purpose**

The purpose of the Financial Planning Model is to:

1. Assess the financial health of the City over a 6-year period.
2. Demonstrate the impact of policy decisions on the City's finances.
3. Assist in the productive use of financial resources.
4. Demonstrate compliance with the Reserve Policy.
5. Determine the impact of changing economic conditions and assumptions on the plan and the City's financial stability.

Structure

The General Fund receives most the City's unrestricted revenues. These revenues are categorized into accounts and reporting groups according to rules established by the Washington State Auditor's Office and communicated through the Budget and Reporting System (BARS). The 6-year financial plan of the Financial Planning Model reflects the revenues and expenditures of the General Fund and impacts to other governmental funds via transfers from the General Fund to other funds and transfer into the General Fund from other funds. It is divided into the following sections:

- Revenues
- Expenditures
- Operating Results
- Capital
- Fund Balance Details
- Reserve Policy Compliance

Revenues include all revenues not restricted or dedicated for specific uses. They support operations and are considered part of ordinary governmental activities and include revenues such as taxes, charges for services, licenses & permits, intergovernmental revenue, fines & penalties, and miscellaneous revenue. With the exception of grant funding, these revenues are considered to be ongoing. Also included in revenues are transfers in. Transfers in are one-time revenue received from other funds and transfer into the General Fund to pay for capital needs or debt service specific to the Public Safety Plan.

Expenditures are for general operating and maintenance and include salaries and benefits, supplies, and services to provide a wide variety of services to our residential and business communities. Expenditures also includes annual transfers to debt service funds as well as transfers to the contingency fund to maintain compliance with the City's reserve fund policy.

Operating results demonstrate if ongoing revenues are meeting annual maintenance and operational costs. Operating results do not reflect revenue or expenditures specific to capital projects.

The capital section includes transfers out to capital project funds. These transfers provide funding for roadway projects including annual overlay, and general repairs and improvements to City owned facilities. The 2021-2022 biennium also includes transfers to fund technology.

Fund balance details show the beginning fund balance for each year, change in fund balance, and ending fund balance.

Reserve policy compliance demonstrates whether or not ending fund balance each year is at least 18% of previous year ongoing revenue.

GENERAL REVENUES

General revenues have been projected to increase by 2% in 2023 – 2026. This rate is lower than historical increases and takes into consideration the ongoing effects of the pandemic.

Sales Tax

This revenue category includes retail sales tax, criminal justice sales tax and natural gas use tax. Retail sales tax has historically comprised 94% to 96% of this revenue category but has been particularly hard hit by the pandemic.

Property Taxes

Property tax revenue is limited to a 1% annual increase plus taxes generated by new construction and annexations.

Utility Taxes

A utility tax was approved beginning in 2003 at an initial rate of 4%, increased to 5%, and to 6% in 2007. The tax applies to electric, natural gas, and communications sales. In 2009, Council adopted a 6% utility tax on solid waste collection in the City. The solid waste utility tax was increased in 2019 to 11% in November of 2019 and to 16% effective July 1, 2020. The increase applies only to commercial properties.

Interfund Utility Taxes

A 15% utility tax on revenue from City owned utilities was established in 2009 to provide funds for flood mitigation measures when the structural integrity of the Howard Hanson Dam was impaired. On May 1, 2010, the tax was reduced to 10%. In 2014, the tax was extended through 2021. Staff expects to present legislation early in 2021 to extend this tax an additional five year.

Gambling Taxes

The gambling tax revenue category comprises gambling, admission, and leasehold taxes. Historically, gambling taxes have constituted 91% to 96% of the category.

Licenses and Permits

This revenue category includes business licenses, residential rental licenses and permits related to construction, e.g. building, electrical, mechanical, and plumbing permits; and special fire permits.

Seattle City Light (SCL) Agreement

The City entered into a contract agreement with SCL in 2003 with a 4% contract payment. The rate was increased to 5% in 2006 and to 6% in 2007. The rate currently remains at 6%.

Intergovernmental Revenue

Intergovernmental revenue includes State shared liquor taxes and profits, operating grants, and the emergency services (EMS) allocation and other revenue from other governments.

Charges for Services

This revenue category includes Court related fees such as adult probation and record check fees; fees generated by the Community Development department for plan check and structural reviews; fire inspection and re-inspection fees and recreation fees for youth, senior and other programs

Indirect Cost Allocations

The allocation reflects the General Fund support for Tukwila's Hotel/Motel Tax Fund, the Internal Service Funds, and the Enterprise Funds. The fees are expected to increase at the same rate as operating and maintenance costs.

One-time Revenues

One-time revenues include real property sales for surplus property. In this model, the one-time revenue derives from transfers into the general fund from the urban renewal fund for realized land sales and from anticipated motel property land sale. Additional land sales are planned as funding for the Public Safety Plan and have been included in the D-20 financial framework since 2018.

DEDICATED REVENUES

These revenues are recorded directly into the project funds they support and help pay for project costs, but are not tied to a specific project.

OPERATING TRANSFERS – DEBT SERVICE

Use of Debt Proceeds			BUDGET		PROJECTIONS				TOTAL
			2021	2022	2023	2024	2025	2026	2021-2026
EXISTING DEBT:									
LTGO 2011	Arterial street portion of 2003 bond --		546,300	551,500	545,900	-	-	-	1,643,700
Refunding	South Park bridge, Fort Dent, Tukwila								
	Pool transaction								
LTGO 2013	Tukwila Metropolitan Park District		113,130	113,130	-	-	-	-	226,260
	Received from Tukwila Pool MPD		(113,130)	(113,130)	-	-	-	-	(226,260)
LTGO 2014	Urban Renewal Bonds		264,774	265,289	264,859	264,571	265,483	264,455	1,589,431
LTGO 2015	Interurban/Boeing Access Rd Brdg		387,775	390,275	392,475	389,375	391,125	387,575	2,338,600
	Interurban		224,910	226,360	227,636	225,838	226,853	224,794	
	Boeing Access Road Bridge		162,866	163,916	164,840	163,538	164,273	162,782	
LTGO 2017	42nd and 53rd Sidewalks		553,500	553,600	558,400	557,750	556,800	555,550	3,335,600
LTGO 2017	Urban Renewal - Refunded Line-of-Credit		63,728	2,344,280	-	-	-	-	2,408,008
Refunding									
LTGO 2018	PW Shops		804,200	1,534,200	1,532,700	1,534,450	1,534,200	1,531,950	8,471,700
	50% paid by utility funds		(402,100)	(767,100)	(766,350)	(767,225)	(767,100)	(765,975)	(4,235,850)
LTGO 2019	PSP (Justice Center, Fire) & PW Shops		805,300	1,690,300	1,691,050	1,689,550	1,690,800	1,689,550	9,256,550
	22% paid by utility funds		(177,166)	(371,866)	(372,031)	(371,701)	(371,976)	(371,701)	(2,036,441)
SCORE 2019	South County Correctional Entity, SCORE		376,895	377,030	376,876	376,914	377,126	376,861	2,261,702
Refunding	Jail facility								
	Estimated contribution by SCORE		(376,895)	(377,030)	(376,876)	(376,914)	(377,126)	(376,861)	(2,261,702)
LTGO 2010	Southcenter Parkway Extension,		515,736	514,415	513,029	516,579	-	-	2,059,759
	emergency management								
	Southcenter Pkwy Extension		378,292	377,323	376,307	378,911	-	-	
	Emergency Management		137,444	137,092	136,722	137,668	-	-	
Existing debt			\$ 3,362,047	\$ 6,704,893	\$ 4,360,032	\$ 3,813,349	\$ 3,299,332	\$ 3,291,404	\$ 24,831,057
PROPOSED DEBT:									
LTGO 2020	PW Shops-General Fund	2,850,000	309,000	309,000	309,000	309,000	309,000	309,000	1,854,000
	Portion								
			\$ 309,000	\$ 309,000	\$ 309,000	\$ 309,000	\$ 309,000	\$ 309,000	\$ 1,854,000
TOTAL Estimate / Projections			\$ 3,671,047	\$ 7,013,893	\$ 4,669,032	\$ 4,122,349	\$ 3,608,332	\$ 3,600,404	\$ 26,685,057

PROJECT TRANSFERS

General Fund project transfers are made to support capital and governmental projects. The contribution required is based on the financial status of the project fund (such as the Arterial Street fund, the Land/Parks Acquisition fund, etc.), the amount of dedicated revenues received into the fund, the amount of specific funding sources such as grants and the amount of the existing fund balance.

Priority of use for project fund revenues generally are as follows:

1. Specific project funding such as grant revenue.
2. Dedicated taxes such as REET or parking tax.
3. Fund balance, debt or General Fund contributions/transfers depending on the unique circumstances of the project and the overall financial plan.

FUND BALANCE

To the extent revenues exceed expenditures, fund balance is increased and can be carried forward for use in the following fiscal year. To the extent expenditures exceed revenues, fund balance is used and declines. The City's Reserve Policy specifies that the general fund ending fund balance shall equal or exceed 18% of the previous year operating revenues. The Reserve Policy also requires that a 10% minimum fund balance be maintained for the Contingency / Reserve Fund. The biennial budget complies with both these requirements, and both requirements are met in the subsequent biennium.

Capital Improvement Program

General Government Project Costs 2021 - 2026 in 000's

Project	Page No.	<u>Neighborhood Revitalization</u>										After Six Years			
		2021		2022		2023		2024		2025			2026		Totals
		Total	Grants	Total	Grants	Total	Grants	Total	Grants	Total	Grants	Total	Grants	Total	Grants
Residential Streets	1														
Traffic Calming/Res Safety	2													0	0
S 152nd St SRTS	3	369	369	2,600	2,340									2,969	2,709
46th Ave S SRTS	4			510	396	2,070	1,863							2,580	2,259
Macadam Rd S Street	5			500	450	3,100	2,800							3,600	3,250
42nd Ave S Phase IV	6													0	0
Subtotal by Source		369	369	3,610	3,186	5,170	4,663	0	0	0	0	0	0	9,149	8,218
SUBTOTAL		City Total 0		City Total 424		City Total 507		City Total 0		City Total 0		City Total 0		City Total 931	
															5,590
															5,590

City of Tukwila
Capital Improvement Program
General Government Project Costs 2021 - 2026 in 000's

3/2/2021

Economic Development																
Project	Page No.	2021		2022		2023		2024		2025		2026		Totals		After Six Years
		Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	
Bridges & Arterial Streets	7															
West Valley (I-405-Strander)	8 *	3,195	2,563											3,195	2,563	
42nd Ave S Bridge Replace	9	878	650		700	1,532	700	9,450	9,210	9,450	9,720		549	21,310	21,529	
BAR over Airport Wy Seismic	10	882	882											882	882	
Green River Trail	11	74	66	1,200	900									1,274	966	
Annual Overlay and Repair **	12	1,400		1,400		1,400		1,400		1,500		1,500		8,600	0	1,650
Annual Bridge Inspections **	13	75		75		200		200		200		200		950	0	200
ADA Improvements **	14	35		35		50		50		50		50		270	0	50
Annual Traffic Signal Program **	15	50		50		130		130		150		150		660	0	150
Wetland Mitigation **	16	50		60		60		70		70		70		380	0	70
Transportation Comp Plan	17	400												400	0	650
S 119th St Ped Bridge Painting	18							200						200	0	
Southcenter Blvd/65th Signal	19 *			100	100	900	900							1,000	1,000	
APE/Minkler Blvd Intersection	20 *			144	111	1,570	1,209							1,714	1,320	
S 144th St Bridge - Sidewalks	21					443	400							443	400	1,210
APE/ Industry Dr Intersection	22 *									85		657	571	742	571	
S 133rd St/SR599 Intersection	23 *											350		350	0	2,070
Strander Blvd Ext Phase 3														0	0	82,401
S 140th St Intersection														0	0	1,400
TUC/TOD Ped Improvements														0	0	4,250
E Marginal Way (BAR - S 112 St)	*													0	0	3,300
Minkler Blvd (APW - S/C Pkwy)	*													0	0	2,600
Tuk Int'l Blvd (BAR - 116 Wy)	*													0	0	5,050
Tuk Int Blvd/S 116th On-Ramp														0	0	4,675
Traffic Signal Interconnect	*													0	0	3,000
S 168th St (S/C Pkwy - APE)														0	0	23,244
Southcenter Blvd (I-5-61 Bridge)														0	0	20,000
Rockery Replacement Program														0	0	525
S 180 St/APW Intersection														0	0	235
S 143 St (Interurban-Duwamish)														0	0	100
Subtotal by Source		7,039	4,161	3,064	1,811	6,285	3,209	11,500	9,210	11,505	9,720	2,977	1,120	42,370	29,231	156,830
SUBTOTAL		City Total 2,878		City Total 1,253		City Total 3,076		City Total 2,290		City Total 1,785		City Total 1,857		City Total 13,139		156,830

* Traffic or Park Impact Fee List Projects (project must be started within 10 years).

** Ongoing Projects

City of Tukwila
Capital Improvement Program
General Government Project Costs 2021 - 2026 in 000's

3/2/2021

Neighborhood Revitalization																
Project	Page No.	2021		2022		2023		2024		2025		2026		Totals		After Six Years
		Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	
Parks & Trails	25													0	0	
Lake to Sound Trail	26															
Park Acquisition	27	1,400	1,000											1,400	1,000	
Open Space Improvements	28	500	500			1,000	1000							1,500	1,500	4,005
Park Improvements	29	405	405	405	405	405	405	210	210	405	210		405	2,430	1,635	13,895
Tukwila Pond Trail & Brdwlk	30	100	100			1,175	1,175							1,275	1,275	12,600
Multipurpose Trails	31	50		50		50		50		50			50	300	0	1,250
Municipal Arts Fund	32	50	34	50	72	50	50	50	50	50	50		50	300	306	50
Fort Dent Park	33													0	0	
Duwamish Hill Preserve	34 *													0	0	8,018
Parks & Rec Open Space Plan	35													0	0	145
Tukwila South Trail	36													0	0	6,525
Hand Boat Launches	37													0	0	1,801
Macadam Garden & Wetland	38													0	0	1,450
Synthetic Turf Field	39													0	0	2,900
Subtotal by Source		2,505	2,039	505	477	2,680	2,630	505	260	505	260	505	50	7,205	5,716	52,639
SUBTOTAL		City Total 466		City Total 28		City Total 50		City Total 245		City Total 245		City Total 455		City Total 1,489		52,639

* Park Impact Fee List Projects (project must be started within 10 years).

General Government																
Project	Page No.	2021		2022		2023		2024		2025		2026		Totals		After Six Years
		Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	
Urban Renewal	41															
Tukwila Village	42	5												5	0	
TIB Redevelopment Project	43	30	400	10	1,850									40	2,250	
Subtotal by Source		35	400	10	1,850	0	0	0	0	0	0	0	0	45	2,250	0
SUBTOTAL		City Total (365)		City Total (1,840)		City Total 0		City Total 0		City Total 0		City Total 0		City Total (2,205)		0

Capital Improvement Program

General Government Project Costs 2021 - 2026 in 000's

3/2/2021

General Government														
Page No.	2021		2022		2023		2024		2025		2026		Totals	
	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev
General Improvements														
Facilities Improvements **	190		150		200		200		200		200		1,140	0
Subtotal by Source	190	0	150	0	200	0	200	0	200	0	200	0	1,140	0
SUBTOTAL	City Total 190		City Total 150		City Total 200		City Total 200		City Total 200		City Total 200		City Total 1,140	200
Public Safety Plan														
Justice Center	200	6,065		5,500									200	11,565
Relocate Fire Station 52	525	600		600	800			800			800		525	4,400
Rebuild Fire Station 54													0	0
Fire Apparatus & Equipment	574		219		290		1,447		196		1,402		4,128	0
Subtotal by Source	1,299	6,665	219	6,100	290	800	1,447	800	196	800	1,402	800	4,853	15,965
SUBTOTAL	City Total (5,366)		City Total (5,881)		City Total (510)		City Total 647		City Total (604)		City Total 602		City Total (11,112)	1,252
* Fire Impact Fee List Projects (project must be started within 10 years).														
Page No.	2021		2022		2023		2024		2025		2026		Totals	
	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev
City Facilities														
Public Works Shops	8,567	8,567			500	500	20,000	40,000	20,000				49,067	49,067
Teen/Senior Center	600												600	0
City Hall Facilities									1,285		2,000		3,285	0
Subtotal by Source	9,167	8,567	0	0	500	500	20,000	40,000	21,285	0	2,000	0	52,952	49,067
SUBTOTAL	City Total 600		City Total 0		City Total 0		City Total (20,000)		City Total 21,285		City Total 2,000		City Total 3,885	18,900
SUMMARY														
Totals by Source	20,604	22,201	7,558	13,424	15,125	11,802	33,652	50,270	33,691	10,780	7,084	1,970	117,714	110,447
PROPOSED TOTALS	Total (1,597)		Total (5,866)		Total 3,323		Total (16,618)		Total 22,911		Total 5,114		Total 7,267	235,411

** On-going Projects

ATTACHMENT D
City of Tukwila
WATER ENTERPRISE FUND
2021 - 2026 Analysis in 000's

REVENUES	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021	2022	2023	2024	2025	2026	Totals
Monthly Water Charges ⁽¹⁾	+5% Commercial	+5% Commercial	+5% Commercial	+5% Commercial	+5% Commercial	+2%	+5%	+6%	+5%	+6%	+6%	
Cascade Water Alliance (CWA)	2,905	2,372	2,707	3,256	3,256	3,289	3,356	3,524	3,629	3,701	3,776	21,275
Regular City Water	3,841	4,569	4,030	4,110	2,789	3,353	3,488	3,723	3,902	4,022	4,142	22,630
Subtotal Water	6,746	6,941	6,737	7,366	6,045	6,642	6,844	7,247	7,531	7,723	7,918	43,905
Other Miscellaneous Revenue	96	125	352	58	60	60	83	130	135	140	145	693
Interlocal Ags\PWTF\Grants/Bonds	0	0	0	0	0	1,000	1,900	1,600	2,500	2,000	1,000	10,000
Water Connection Fees ⁽²⁾	216	108	37	100	82	20	20	20	20	20	20	120
Total Revenues	7,058	7,174	7,126	7,524	6,187	7,722	8,847	8,997	10,186	9,883	9,083	54,718
EXPENDITURES												
CWA Purchased Water ⁽³⁾	2,905	2,372	2,707	3,142	3,256	3,256	3,356	3,524	3,629	3,701	3,776	21,242
Water Operations & Maintenance	2,172	3,141	2,345	2,325	1,926	2,459	2,520	2,423	2,471	2,520	2,621	15,014
Debt Service ⁽⁴⁾	146	147	146	145	145	144	129	128	128	47	47	623
Debt Service for PW Shops			340	181	186	184	358	324	869	868	867	3,470
Interfund Utility Tax ⁽⁵⁾ 10%	677	698	677	742	611	670	693	738	767	786	806	4,460
Engineering Labor ⁽⁷⁾	53	88	63	76	69	117	119	70	72	74	76	528
Subtotal	5,953	6,446	6,278	6,611	6,193	6,830	7,175	7,207	7,936	7,996	8,193	45,337
Water Capital - CIP Program	2,041	1,811	265	2,205	178	1,725	2,455	3,140	2,605	2,280	1,240	13,445
Total Expenditures	7,994	8,257	6,543	8,816	6,371	8,555	9,630	10,347	10,541	10,276	9,433	58,782
FUND BALANCE												
Change in Fund Balance ^(a)	(936)	(1,083)	583	(1,292)	(184)	(833)	(783)	(1,350)	(355)	(393)	(350)	(4,064)
Beginning Balance	6,693	5,691	6,058	4,380	5,787	5,604	4,770	3,988	2,638	2,283	1,890	5,487
Ending Balance	5,757	4,608	6,641	3,088	5,604	4,770	3,988	2,638	2,283	1,890	1,540	1,423
Fund Balance:												
Reserved ^(b) 20% of revenue	1,302	1,412	1,435	1,302	1,302	1,237	1,344	1,389	1,479	1,537	1,577	1,577
Unreserved	4,455	3,196	5,206	1,786	4,301	3,533	2,643	1,249	804	353	(37)	(37)
Ending Balance	5,757	4,608	6,641	3,088	5,604	4,770	3,988	2,638	2,283	1,890	1,540	1,540

^(a) Revenues in excess of (less than) expenditures

^(b) Annual reserve balance requirement equals 20% of the prior year operating revenues.

ATTACHMENT D-1

NOTES TO WATER ENTERPRISE FUND

- 1) Rates reflect increases of 2% in 2021, 5% in 2022, and 5%/6% in 2023 through 2026. These rate increases are essential to sustain our reserve balance and cover any possible increases from Cascade Water Alliance (CWA). We will continue to review the annual rate model to confirm that the proposed increases are necessary.

Future water purchased at additional costs will be passed on to ratepayers. We have identified Cascade Water Alliance's revenues and expenditures to better reflect the actual water charges and the respective increases. CWA has proposed rate increases of 2.2% in 2021 and 2.2% in 2022.

- 2) Connection fees are estimated for the Allentown/Foster Point and Duwamish projects.
- 3) Cascade Water Alliance is split out to identify the actual costs of purchased water. CWA has scheduled increases in their six-year planning model that will affect our water rates.
- 4) Debt schedule includes Public Works Trust Fund (PWTF) loans and Bonds.

Water Debt Service includes:	<u>Expires</u>	<u>2021</u>	<u>2022</u>
2003 PWTF Duwamish (20%)	7/1/21	\$ 14,526.53	Completed
2004 PWTF Allentown (26%)	7/1/24	82,238.00	\$ 81,834.87
2006 Bond Allentown (26%)	12/31/26	<u>46,934.54</u>	<u>47,370.05</u>
Subtotal		\$ 143,699.07	\$129,204.92
2018 Public Works Shops (17%)	12/31/38	136,714.00	260,814.00
2019 Public Works Shops (17%)	12/31/39	<u>47,118.22</u>	<u>97,217.22</u>
Total		<u>\$327,531.29</u>	<u>\$487,236.14</u>

- 5) An Interfund Utility Tax was approved in October 2009 for the water, sewer, and surface water utilities. Gross revenues are currently taxed 10% through December 31, 2021.
- 6) The Working Capital Reserve Fund's policy was updated in 2012 per Resolution No. 1774 to maintain an adequate fund balance in each of the enterprise funds. For the Enterprise Funds, the unrestricted fund balance shall equal or exceed 20% of the previous year's revenue, exclusive of significant non-operating, non-recurring revenues.
- 7) The Senior Water/Sewer Engineer's salary and benefits are split evenly between the water department and the sewer department. For 2021 and 2022, Technology staff have been added at 22% for the GIS Coordinator and 10% for the Information Systems Project Analyst.

Water Enterprise Fund

The City's Enterprise Funds account for utility operations that are self-supported through user charges. The utilities are financed and operated like a private business enterprise which requires periodic determination of revenues earned; expenses incurred, and net income for capital maintenance, public policy, management control and accountability. The Water Fund accounts for operations and capital improvements to provide water to a portion of City residents. King County Water District 125 and Highline Water District also supply water to City residents.

ATTACHMENT E
City of Tukwila
SEWER ENTERPRISE FUND
2021 - 2026 Analysis in 000's

REVENUES	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021	2022	2023	2024	2025	2026	Totals
Monthly Sewer Charges	+5.2%	+3.5%	KC	0%	0%	KC +4.5%	0%	KC +10.25%	0%	KC +10.25%	City +3.4%	
King County Metro Sewer ⁽¹⁾	4,546	4,697	4,840	4,762	4,333	4,977	5,225	5,487	5,487	6,049	6,049	33,274
Regular City Sewer ⁽²⁾	4,865	4,898	4,927	4,720	4,368	4,725	4,730	4,735	4,740	4,745	4,887	28,562
Subtotal Sewer Revenue	9,411	9,595	9,767	9,482	8,701	9,702	9,955	10,222	10,227	10,794	10,936	61,836
Other Misc. Revenue	328	543	976	305	391	305	305	300	300	300	300	1,810
Grant/Bonds/PWTF	0	0	0	0	0	0	0	0	0	0	0	0
Sewer Connection Fees ⁽³⁾	328	244	150	125	85	25	25	0	100	100	0	250
Total Revenues	10,067	10,382	10,893	9,912	9,177	10,032	10,285	10,522	10,627	11,194	11,236	63,896
EXPENDITURES												
Sewer Operations & Maintenance												
King County Metro Sewer ⁽⁴⁾	4,546	4,697	4,840	4,762	4,333	4,977	5,225	5,487	5,487	6,049	6,049	33,274
Regular City Sewer ⁽⁵⁾	1,618	2,109	1,330	1,493	1,773	1,652	1,660	1,639	1,689	1,740	1,800	10,180
Debt Service ⁽⁶⁾	358	359	356	360	355	352	352	348	347	154	154	1,707
Debt Service for PW Shops			80	101	719	103	200	200	485	485	485	1,958
Interfund Utility Tax ⁽⁷⁾ 10%	972	1,000	1,006	979	909	996	1,021	1,052	1,053	1,109	1,124	6,355
Engineering Labor ⁽⁹⁾	79	88	93	76	96	469	478	429	84	86	88	1,634
Subtotal	7,573	8,253	7,705	7,771	8,185	8,549	8,936	9,155	9,145	9,623	9,700	55,108
Sewer Capital - CIP Program	1,468	1,410	416	1,900	498	3,202	2,865	2,145	2,755	3,965	3,485	18,417
Total Expenditures	9,041	9,663	8,121	9,671	8,683	11,751	11,801	11,300	11,900	13,588	13,185	73,525
FUND BALANCE												
Change in Fund Balance ^(a)	1,026	719	2,772	241	494	(1,719)	(1,516)	(778)	(1,273)	(2,394)	(1,949)	(9,629)
Beginning Balance	7,827	8,697	8,651	8,941	12,269	12,763	11,044	9,528	8,750	7,477	5,083	12,763
Ending Balance	8,853	9,416	11,423	9,182	12,763	11,044	9,528	8,750	7,477	5,083	3,134	3,134

Fund Balance:												
Reserved ^(b) 20% of revenue	1,896	2,013	2,076	2,179	2,179	1,982	2,006	2,057	2,104	2,125	2,239	2,239
Unreserved	6,957	7,403	9,347	7,003	10,584	9,061	7,521	6,693	5,373	2,957	895	895
Ending Balance	8,853	9,416	11,423	9,182	12,763	11,044	9,528	8,750	7,477	5,083	3,134	3,134

^(a) Revenues in excess of (less than) expenditures

^(b) Annual reserve balance requirement equals 20% of the prior year operating revenues.

ATTACHMENT E-1

NOTES TO SEWER ENTERPRISE FUND

- 1) King County Metro sewer and Tukwila's sewer have been split out to present the revenues separately. Metro increases will be passed through to the sewer ratepayers. King County Metro sewer fees will increase 4.50% in 2021 per KC Ordinance No. 19106 and we have factored in potential King County increases for 2022 through 2026.
- 2) No rate increases are proposed for Tukwila sewer in 2021 and 2022. We will continue with the annual rate model review to confirm that the proposed increases are necessary.
- 3) Sewer connection fees for Allentown Phase I and Allentown/Foster Point Phase II.
- 4) King County Metro Sewer treatment fees are passed through to ratepayers.
- 5) City's basic operation and maintenance costs.
- 6) Includes the Public Works Trust Fund (PWTF) Loan and the 2006 Bond for the Allentown/Foster Point Phase II Sewer Improvement Project.

Sewer Debt Service includes:	<u>Expires</u>	<u>2021</u>	<u>2022</u>
2004 PWTF Allentown (62%)	7/1/24	\$196,106.00	\$195,144.69
2006 Bond Allentown (62%)	12/31/26	111,920.83	112,959.35
2013 PWTF CBD Sewer Rehab	12/31/33	<u>43,645.48</u>	<u>43,439.59</u>
Subtotal		\$351,672.31	\$351,543.63
2018 Public Works Shops (10%)	12/31/38	76,399.00	145,749.00
2019 Public Works Shops (10%)	12/31/39	<u>26,331.77</u>	<u>54,327.27</u>
Total		<u>\$454,403.08</u>	<u>\$551,619.90</u>

- 7) An Interfund Utility Tax was approved in October 2009 for the water, sewer, and surface water utilities. Gross revenues are currently taxed 10% through December 31, 2021.
- 8) The Working Capital Reserve Fund's policy was updated in 2012 per Resolution No. 1774 to maintain an adequate fund balance in each of the enterprise funds. For the Enterprise Funds, the unrestricted fund balance shall equal or exceed 20% of the previous year's revenue, exclusive of significant non-operating, non-recurring revenues.
- 9) The Senior Water/Sewer Engineer's salary and benefits are split evenly between the water department and the sewer department. For 2021 through 2023, a Senior Program Manager and a Project Manager have been added to the Sewer Fund. For 2021 and 2022, Technology staff have been added at 22% for the GIS Coordinator and 10% for the Information Systems Project Analyst to assist with the GIS Inventory of the sewer fund.

Sewer Enterprise Fund

The City's Enterprise Funds account for utility operations that are self-supported through user charges. The utilities are financed and operated like a private business enterprise which requires periodic determination of revenues earned; expenses incurred, and net income for capital maintenance, public policy, management control and accountability. The Sewer Fund accounts for operations and capital improvements to provide sanitary sewer to a portion of City residents. Valley View Sewer District also provides sewer in the City.

ATTACHMENT F
City of Tukwila
SURFACE WATER ENTERPRISE FUND
2021 - 2026 Analysis in 000's

REVENUES	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021	2022	2023	2024	2025	2026	Total
	+5%	+3%	+5%	+3%	+3%	+2%	+5%	+5%	+5%	+5%	+5%	
Annual Billings (Current) ⁽¹⁾	6,148	6,344	6,739	6,863	6,863	7,000	7,350	7,717	8,103	8,508	8,934	47,612
Other Revenues	157	73	71	50	47	50	50	60	65	70	70	365
Grants/Bond Proceeds ⁽²⁾	194	470	310	1,077	1,556	1,833	3,109	1,654	5,975	225	216	13,012
Total Revenues	6,499	6,887	7,120	7,990	8,466	8,883	10,509	9,431	14,143	8,803	9,220	60,989
EXPENDITURES												
Operations & Maintenance	2,033	2,139	2,823	2,414	2,094	2,280	2,262	2,509	2,584	2,635	2,688	14,958
Debt Service ⁽³⁾	303	302	301	301	300	298	285	283	282	22	22	1,474
Debt Service for PW Shops		1,570	1,757	220	791	254	495	495	1,200	1,200	1,199	4,843
Interfund Utility Tax ⁽⁴⁾ 10%	617	637	676	691	691	705	740	778	817	858	900	4,798
Engineering Labor ⁽⁶⁾	208	246	148	590	390	674	708	629	633	646	659	3,949
Subtotal	3,161	4,894	5,705	4,216	4,266	4,211	4,490	4,694	5,516	5,361	5,468	29,740
SSWM Capital - CIP Program	3,098	4,305	917	4,400	2,021	4,616	7,300	4,953	8,441	4,290	2,020	31,620
Total Expenditures	6,259	9,199	6,622	8,616	6,287	8,827	11,790	9,647	13,957	9,651	7,488	61,360
FUND BALANCE												
Change in Fund Balance ^(a)	240	(2,312)	498	(626)	2,179	56	(1,281)	(216)	186	(848)	1,732	(371)
Beginning Balance	2,603	2,999	2,709	2,595	3,207	5,386	5,442	4,161	3,945	4,132	3,284	5,386
Ending Balance	2,843	687	3,207	1,969	5,386	5,442	4,161	3,945	4,132	3,284	5,015	5,015

Fund Balance:												
Reserved ^(b) 20% of revenue	1,261	1,283	1,362	1,383	1,382	1,230	1,410	1,480	1,555	1,634	1,716	1,716
Unreserved	1,582	(596)	1,845	586	4,004	4,212	2,751	2,465	2,576	1,650	3,300	3,300
Ending Balance	2,843	687	3,207	1,969	5,386	5,442	4,161	3,945	4,132	3,284	5,015	5,015

^(a) Revenues in excess of (less than) expenditures

^(b) Annual reserve balance requirement equals 20% of the prior year operating revenues.

ATTACHMENT F-1

NOTES TO SURFACE WATER ENTERPRISE FUND

- 1) Reflects proposed rate increases of 2% in 2021, and 5% in 2022 through 2026. We will continue with the annual rate model review to confirm that the proposed Surface Water rate increases are necessary.

The National Pollution Discharge Elimination System (NPDES) permit required by the State Department of Ecology is having a significant impact on the Surface Water fund.

- 2) Potential grants and/or bond revenue. Included is the estimated Department of Ecology grant for NPDES and King County Flood Control District Opportunity grants as well as significant grant funding for the Riverton Creek Flapgate Removal Project, the Storm Quality Retrofit Project, the East Marginal Way Storm Outfalls Project, the Gilliam Creek Fish Barrier Removal Project and the Chinook Wind Project.
- 3) Debt schedule includes PWTF loans and the 2006 Allentown Bond.

Debt Service includes:	<u>Expires</u>	<u>2021</u>	<u>2022</u>
2004 PWTF Duwamish (15%)	7/01/21	\$ 11,633.00	Completed
2004 PWTF Cascade View Const.	7/01/24	226,587.02	\$ 225,476.31
2004 PWTF Allentown (12%)	7/01/24	37,956.00	37,769.94
2006 Bond Allentown (12%)	12/31/26	<u>21,662.10</u>	<u>21,863.10</u>
Subtotal		\$ 297,838.12	\$ 285,109.35
2018 Public Works Shops (23%)		188,987.00	360,537.00
2019 Public Works Shops (23%)	12/31/38	<u>65,134.01</u>	<u>134,389.51</u>
Total		<u>\$ 551,959.13</u>	<u>\$ 780,035.86</u>

- 4) An Interfund Utility Tax was approved in October 2009 for the water, sewer, and surface water utilities. Gross revenues are currently taxed 10% through December 31, 2021.
- 5) The Working Capital Reserve Fund's policy was updated in 2012 per Resolution No. 1774 to maintain an adequate fund balance in each of the enterprise funds. For the Enterprise Funds, the unrestricted fund balance shall equal or exceed 20% of the previous year's revenue, exclusive of significant non-operating, non-recurring revenues.
- 6) Cost of engineering to support capital projects, NPDES, and operation efforts in-house. For 2021 and 2022, Technology staff have been added at 22% for the GIS Coordinator and 10% for the Information Systems Project Analyst to assist with the GIS Inventory of the Surface Water fund.

Surface Water Enterprise Fund

The City's Enterprise Funds account for utility operations that are self-supported through user charges. The utilities are financed and operated like a private business enterprise which requires periodic determination of revenues earned; expenses incurred, and net income for capital maintenance, public policy, management control and accountability. The Surface Water Enterprise Fund accounts for operations and capital improvements for the City's storm drainage and surface water management function. Surface Water projects are required to meet Federal, State and local mandates. The largest contributor to the surface water enterprise fund is the City of Tukwila.

ATTACHMENT G
City of Tukwila
GOLF ENTERPRISE FUND
2021 - 2026 Analysis in 000's

REVENUES	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Estimate	2021	2022	2023	2024	2025	2026	Total
Excise Tax	4	3	4	5	3	3	4	4	4	4	4	4	24
Merchandise	118	108	138	142	122	116	115	115	117	124	130	132	733
Snacks Sales	18	15	13	13	15	16	15	15	17	17	19	19	102
Green Fees	992	908	1,063	1,100	1,086	1,210	1,030	1,049	1,089	1,116	1,160	1,204	6,648
Instruction	4	3	3	1	3	0	1	1	1	1	1	1	6
Interest Earnings	2	4	9	10	1	4	2	2	5	5	5	5	24
Rentals (Clubs & Pull Carts)	14	16	17	18	16	11	18	20	20	21	21	22	122
Rentals (Riding Carts)	172	152	197	200	185	236	190	195	200	215	215	220	1,235
Concession Proceeds	94	96	106	103	110	43	104	110	112	115	117	120	678
Cart Replacement Fee						14	18	18	18	18	18	18	108
Other - Rewards Program	8	9	13	20	39	22	21	21	20	20	20	20	122
Subtotal Revenues	1,426	1,314	1,563	1,612	1,580	1,675	1,518	1,550	1,603	1,656	1,710	1,765	9,802
Fleet Transfer from 501 Fund						212							
General Fund Contribution	300	300	300	300	300	300	300	300	300	300	300	300	1,800
Total Revenues	1,726	1,614	1,863	1,912	1,880	2,187	1,818	1,850	1,903	1,956	2,010	2,065	11,602
EXPENDITURES													
Golf Maintenance	794	782	883	902	861	870	829	847	881	908	936	964	5,365
Pro Shop Operations	631	593	621	678	591	602	588	603	619	635	651	668	3,764
Fleet Replacement	88	78	78	55	56	190	60	62	64	66	68	70	390
Course Improvements				35	35	31	40	41	42	44	45	46	258
Club House Maintenance							40	41	42	44	45	46	258
Cart Replacement (* Cart Fee)				50			80	41	36	37	38	39	271
Subtotal	1,513	1,453	1,582	1,720	1,543	1,693	1,637	1,635	1,684	1,734	1,783	1,833	10,306
Admissions Tax to General Func	59	59	70										
Indirect Cost Allocation ⁽⁵⁾	177	181	185	190	197	197	207	209	214	218	223	228	1,299
Total Expenditures	1,749	1,693	1,837	1,910	1,740	1,890	1,844	1,844	1,898	1,952	2,006	2,061	11,605
FUND BALANCE													
Change in Fund Balance ^(a)	(23)	(79)	26	2	140	85	(26)	6	5	4	4	4	(3)
Prior Period Operating AJ													
Fleet Fund Balance (restricted)						212							
Beginning Balance	738	715	636	661	663	663	960	934	940	945	949	953	960
Ending Balance	715	636	662	663	803	960	934	940	945	949	953	957	957
Fund Balance:													
Reserved ^(b) 20% of revenue	297	285	263	313	322	322	335	304	310	321	331	342	353
Assigned-Fleet ^(c)						431	263	243	176	169	201	133	133
Assigned-CIP ^(d)						110	80	84	88	93	120	149	149
Assigned-Clubhouse Maint ^(e)						100	92	74	100	94	121	150	150
Assigned-Cart Fees ^(f)						39	6	9	17	24	30	35	35
Unreserved	418	351	399	350	481	(42)	158	226	254	248	150	148	148
Ending Balance	715	636	662	663	803	960	934	940	945	949	953	957	957

^(a) Revenues in excess of (less than) expenditures.

^(b) Annual reserve balance requirement equals 20% of the prior year operating revenues.

^(c) Fund balance designated for the lifecycle replacement of golf equipment.

^(d) Fund balance designated for improvements to increase golf course playability.

^(e) Fund balance designated for clubhouse planned lifecycle maintenance.

^(f) Fund balance designated for lifecycle cart replacement program.

ATTACHMENT G-1

NOTES TO GOLF ENTERPRISE FUND

- 1) Green Fees and Instruction are expected to increase modestly as a function of both increased instruction for new and young players and greens fee increases. This model allows for annual increases in green fees to keep current with the market.
- 2) General Fund Contribution is the portion of the City's sales tax revenue that will be transferred to the 411 Golf fund to cover Indirect Cost Allocation and Working Capital Reserves.
- 3) The Golf Maintenance building is covered 50%/50% between Golf and the Parks Department.
- 4) Indirect Cost Allocation will be calculated on an annual basis.
- 5) The Working Capital Reserve Fund's policy was updated in 2012 per Resolution No. 1774 to maintain an adequate fund balance in each of the Enterprise Funds. For the Enterprise Funds, the unrestricted fund balance shall equal or exceed 20% of the previous year's revenue, exclusive of significant non-operating, non-recurring revenues.

Golf Enterprise Fund

The City's Enterprise Funds account for operations that are self-supported through user charges. The funds are financed and operated like a private business enterprise which requires periodic determination of revenues earned, expenses incurred, and net income for capital maintenance, public policy, management control and accountability. The Golf Enterprise Fund accounts for operation, maintenance, debt service and improvements of the municipal golf facility. The difference between the other utility enterprise funds is that Golf has voluntary users as opposed to involuntary users of the water, sewer, and surface water funds.



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2021 – 2022 BIENNIAL BUDGET APPENDICES

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FINANCIAL POLICIES

The City's Financial Policies are intended to serve as a Council-approved set of values and expectations for Council Members, City staff, citizens and other interested parties who may do business with the City. The use of the term "City" refers to all City officials and staff who are responsible for the activities to carry out these policies. The policies describe expectations for financial planning, budgeting, accounting, reporting and other management practices. They have been prepared to assure prudent financial management and responsible stewardship of the City's financial and physical resources. The policies are reviewed on a biennial basis and updated as needed. The latest revision of the financial policies was adopted December 2020 via Resolution 2014.



City of Tukwila

Washington

Resolution No. 2014

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, ADOPTING FINANCIAL POLICIES, AND REPEALING RESOLUTION NOS. 1919 AND 1950.

WHEREAS, the City Council is committed to the highest standard of financial management; and

WHEREAS, financial policies adopted by the legislative body are a best practice to provide written guidance for how local government officials and staff should approach fiscal issues and core financial areas; and

WHEREAS, financial policies outline a clear vision of how the City of Tukwila will manage its financial resources to provide the best value to the community; and

WHEREAS, periodically updating and revising financial policies are important steps toward ensuring consistent and rational financial management; and

WHEREAS, financial policies have traditionally existed in many different documents and the City Council desires to minimize confusion and eliminate redundancies or conflicts by consolidating financial policy direction to the extent feasible;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. The Financial Policies attached hereto as Exhibit A are adopted.

Section 2. The Financial Policies shall be reviewed on at least a biennial basis and updated as necessary.

Section 3. Repealer. Resolution Nos. 1919 and 1950 are hereby repealed.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at
a Regular Meeting thereof this 7th day of December, 2020.

ATTEST/AUTHENTICATED:

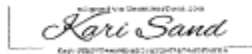

Christy O'Flaherty, MMC, City Clerk

Christy O'Flaherty, MMC, City Clerk



De'Sean Quinn, Council President

APPROVED AS TO FORM BY:


Office of the City Attorney

Office of the City Attorney

Filed with the City Clerk: 12-2-20
Passed by the City Council: 12-7-20
Resolution Number: 2014

Attachment: Exhibit A – Financial Policies

Financial Policies

Section 1. Purpose

- a. The City of Tukwila is accountable to the public and shall maintain the fiscal integrity of its operating, debt service, and capital budgets while providing an appropriate level of public services within the City's fiscal responsibility.
- b. The City's Financial Policies are intended to provide guidelines for the financial planning and internal financial management of the City.

Section 2. Budgeting

Cross references: TMC Chapter 3.30

- a. The City of Tukwila shall prepare and adopt a biennial budget in accordance with RCW Chapter 35A.34, and Tukwila Municipal Code (TMC) Chapter 3.30. Fiscal years begin January 1 and end December 31.
- b. The budget shall be prepared with a priority-based approach that enables resources to be allocated to the programs and services that provide the greatest value to the community.
- c. The budget must be developed in accordance with the policies and priorities set forth in long-term policy documents including the Equity Policy, Strategic Plan, Comprehensive Plan, City Council and community priorities, and federal and state laws.
- d. Within each budget cycle, the budget should be structurally balanced, which means that ongoing expenditures shall be provided for by anticipated ongoing revenue and one-time revenue should only be used for one-time expenditures unless explicitly authorized by the City Council.
- e. The City shall maintain a six-year Capital Improvement Program and update it with each budget cycle to ensure that all costs are addressed.
- f. As part of each biennial budget process, the City shall prepare six-year expenditure and revenue forecasts for the principal operating and capital funds. Revenues will be estimated on a conservative basis.
- g. The City Council may informally approve mid-year budget amendments by motion prior to the submission of a comprehensive formal budget amendment at the end of the fiscal year.

Section 3. Revenues

Cross references: TMC Title 3

- a. The City will maintain a diversified and stable revenue system to shelter it from short-term fluctuations.
- b. The City shall develop and maintain a comprehensive schedule of fees and charges, which should be reviewed biennially.

Section 3. Revenues (continued)

- c. The City shall develop and maintain a Revenue Guide that describes major revenue sources available to the City of Tukwila.
- d. Revenue sources should be reviewed in off-budget years to account for inflation, to stay in line with market, or to ensure cost recovery at a prescribed level depending on the revenue source.

Section 4. Expenditures

Cross references:

- *Purchasing Policy (Resolution TBD)*
- *Procurement Card Policy (Resolution No. 1750)*
- *Expense Reimbursement Policy (Resolution No. 1874)*

- a. The City shall maintain expenditure categories according to state statute and administrative regulation known as the State Auditor's Budgeting, Accounting, and Reporting System (BARS).
- b. Operating expenditures within funds must be supported by the operating revenues generated by that fund.
- c. Purchasing will be conducted with appropriate internal controls, observe fair and ethical business practices, and use wise and prudent judgement in the expenditure of public funds.

Section 5. Grants

Cross references: Grant Policy/Procedure in progress

- a. The City shall, whenever practical and advantageous, pursue grant funding. All potential grants shall be examined carefully for matching requirements, and to determine whether programs must be continued with local resources after grant funds are exhausted.
- b. Staff shall obtain approval from the appropriate City Council Committee before applying for grants requiring a local match, and staff shall obtain City Council approval prior to accepting grant agreements in amounts above the Mayor's signing authority.

Section 6. Capital Improvement Program (CIP)

- a. Transportation improvements will be coordinated with related improvements such as utility, landscaping, sidewalks, etc.
- b. Whenever feasible, capital improvements shall be coordinated with related improvements of adjacent jurisdictions.
- c. Capital Improvement Program projects shall, whenever possible, take advantage of grants, loans or other financing external to the City. If the proposed grants or mitigation are either not funded or are reduced, the City Council will reevaluate the respective project on the basis of its value and priority level placement in the Capital Improvement Program.

Section 6. Capital Improvement Program (CIP) (continued)

- d. Residential streets with safety issues, high traffic volumes, high pedestrian activity and poor roadway conditions will be considered the highest priority projects.
- e. Residential street designs will follow basic designs for arterials, collectors, and local access streets. Designs to accommodate individual properties shall be avoided.
- f. Design of connecting streets is strongly encouraged.
- g. For City-scheduled projects located on residential streets, the City will require the undergrounding of new electrical and communication facilities pursuant to TMC Chapter 11.28.
- h. Street and road improvement projects on slopes will include roadside plantings wherever feasible to help mitigate the land used for roadway and sidewalk improvements.
- i. Donation of the property needed for rights-of-way and easements shall be pursued.
- j. Latecomer agreements, where appropriate, shall be considered an acceptable means of funding capital projects, improvements and replacements, in whole or in part.
- k. Right-of-way agreements for cable and electrical services should be utilized to discourage excessive wiring throughout the City.
- l. Current arterial street improvements determined in the six-year CIP may be funded through a Local Improvement District (LID) or financing external to the City. The City may participate using operating revenues, grants or bonds based on health and safety needs or public benefit. The City may participate in the funding by financing the preliminary engineering design and professional service costs associated with planning and creating the LID.
- m. A majority of property owners on a street may petition the City to set up an LID to pay for residential street improvement projects, sidewalks and undergrounding of utilities. The City will evaluate the possibility of paying for the design, preliminary engineering, construction engineering, and LID formulation. The residents will pay for undergrounding utilities in the street, undergrounding from the street to their residence, the actual construction costs, and any improvements on private property such as rockeries, paved driveways, or roadside plantings.
- n. Non-transportation capital projects and improvements should be funded by operating revenues, grants or bonds as determined in the six-year Financial Planning Model.
- o. Pursuant to TMC Chapters 3.56 and 3.60, the first 1/4 cent Real Estate Transfer Tax (REET) shall be dedicated to park and open space land acquisition, and the second 1/4 cent shall be used for arterial streets, along with the parking tax, unless the City Council enacts other priorities consistent with state law distribution of REET funds.

Section 6. Capital Improvement Program (CIP) *(continued)*

- p. Street and road improvement projects shall be evaluated for the inclusion of features that support the City's "Walk and Roll Plan" in order to encourage walking, bicycling, and use of public transit.
- q. Policies will be reviewed annually and in concert with the adoption of growth management policies to ensure continuity.
- r. Transportation impact fees shall be collected so that "growth may pay for growth" and growth-caused improvements may be constructed.

Section 7. Enterprise Funds

- a. Utility fund expenditures shall be fully supported by their own rates, fees, and charges and not subsidized by the General Fund.
- b. Utility rates should be structured to ensure adequate infrastructure development and replacement.
- c. Each Enterprise Fund shall be reviewed bi-annually to ensure a rate structure adequate to meet its operations, maintenance, and long-term capital requirements.
- d. Enterprise Fund rate increases shall be small, applied frequently, and staggered to avoid an overly burdensome increase and undue impact in any given year.
- e. Enterprise Fund rate increases of external agencies will be passed through to the customer.
- f. Infrastructure improvements such as water reuse should consider conservation of resources such as water and electricity.

Section 8. Debt

Cross references: Debt Policy (Resolution No. 1840)

- a. Appropriate management of debt is an important factor in measuring the City's financial performance and condition.

Section 9. Reserves

- a. Prudent financial management dictates that some portion of funds available to the City be reserved for future use.
- b. At the close of each fiscal year, the General Fund unassigned balance shall equal or exceed 18% and the Contingency Fund reserve balance shall equal or exceed 10% of the previous year General Fund revenue, exclusive of significant non-operating, non-recurring revenues such as real estate sales or transfers in from other funds.

Section 9. Reserves *(continued)*

- c. At the close of each fiscal year, the unrestricted balances of the Enterprise Funds shall equal or exceed 20% of the previous year revenue, exclusive of the effects of GASB Statement 68, as well as significant non-operating, non-recurring revenues such as real estate sales, transfers in from other funds or debt proceeds.
- d. Use or draw down of minimum balances shall occur only upon recommendation of City Administration and approval by City Council through a resolution. Should use or draw down occur, the City Administration shall establish a plan, no later than the end of the fiscal year following the year of decline, to restore the fund balance to the prescribed minimum level. The plan shall be presented to and approved by the City Council.
- e. A One-time Revenue Reserve shall be established and maintained in the Contingency Fund. The One-time Revenue Reserve shall be credited annually with 10% of the prior year one-time revenues to the extent General Fund surplus for the year is sufficient to cover the reserve funding. Use of the reserve shall occur only upon recommendation by City Administration and approval by City Council resolution.
- f. The City shall maintain a reserve in each of its self-insured health care funds in an amount equal to 1.5 times, or 150%, of the actuarially determined IBNR (incurred but not reported) balance. Use of the reserve shall occur only upon recommendation by City Administration and approval by City Council resolution.

Section 10. Investments

(Cross references: TMC 3.28, Resolution 1828,

- a. The City will strive to maximize the return on its investments with the primary objective of preserving capital in accordance with city policy and prudent investment practices.

Section 11. Minimum Reporting Requirements

- a. The Finance Director shall provide a financial status update at least quarterly.
- b. City Administration shall provide the City Council with financial reports that reflect actual performance in various expenditures and revenues.
- c. City Administration shall provide the City Council with a quarterly report of all newly-executed contracts, including the amount, responsible department, scope of work, and expiration date.
- d. Once the annual audit is complete, City Administration shall provide a report to the City Council showing compliance with the Financial Reserve Policy.

DEBT POLICY



City of Tukwila

Washington

Resolution No. 1840

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
TUKWILA, WASHINGTON, ADOPTING A DEBT POLICY
AND PROVIDING FOR APPROPRIATE MANAGEMENT OF
DEBT ISSUED BY THE CITY OF TUKWILA.**

WHEREAS, a debt policy and appropriate management of debt issued by the City is an important factor in measuring the City's financial performance and condition; and

WHEREAS, proper use and management of borrowing can yield significant advantages; and

WHEREAS, the use of debt is a mechanism to equalize costs of needed improvements to both present and future citizens; and

WHEREAS, it is the responsibility of the City Council of the City of Tukwila to provide policy direction through the passage of motions and ordinances, adoption of resolutions, and final approval of the budget; and

WHEREAS, a debt policy establishes the purpose, type, and use of debt; responsibilities of various City officials; method of sale of bonds; refundings (bonds or notes); structural elements; credit objective; and the use of professional and other service providers;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. The debt policy dated August 2014, attached hereto as "Exhibit A," is hereby adopted by this reference as if set forth in full.

Section 2. The debt policy shall be reviewed on a regular basis and updated as necessary.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at
a Regular Meeting thereof this 2nd day of September, 2014.

ATTEST/AUTHENTICATED:


Christy O'Flaherty, MMC, City Clerk


De'Sean Quinn, Council President

APPROVED AS TO FORM BY:


Rachel Turpin, City Attorney

Filed with the City Clerk: 8-21-14
Passed by the City Council: 9-2-14
Resolution Number: 1840

CITY OF TUKWILA DEBT POLICY

A debt policy and appropriate management of debt issued by the City of Tukwila (the "City") is an important factor in measuring its financial performance and condition. Proper use and management of borrowing can yield significant advantages. From a policy perspective, the City uses debt as a mechanism to equalize the costs of needed improvements to both present and future citizens.

SECTION 1. PURPOSE, TYPE AND USE OF DEBT

In the issuance and management of debt, the City shall comply with the Washington State constitution and with all other applicable legal requirements imposed by federal, state and local laws, rules and regulations. Approval from the City Council (the "Council") is required prior to the issuance of all debt. Long-term debt will only be used for improvements that cannot be financed from current revenues or to fulfill the purposes set forth in the first paragraph of this Debt Policy (the "Policy").

Long-term debt will only be issued after reviewing the impact on the Six Year Financial Planning Model and its policy guidelines. When both tax exempt and taxable debt is under consideration, priority will be given to issuing the tax exempt debt, unless otherwise justified.

Limited Tax General Obligation (LTGO) Bonds. The City is authorized to sell LTGO bonds under RCW 39.36.020, subject to the approval of the Council. LTGO bonds will be issued only if: (1) a project requires funding not available from alternative sources; (2) the project has a useful life longer than five years, and the Council determines it is appropriate to spread the cost over that useful life, to achieve intergenerational equity, so those benefiting will also be the ones paying; (3) matching money is available which may be lost if not applied for in a timely manner; or (4) emergency conditions exist as determined by the Council. LTGO (non-voted) debt of the City shall not exceed an aggregate total of 1.5 percent of the City's assessed value of taxable property within the City.

Unlimited Tax General Obligation (UTGO) Bonds. The City is authorized to sell UTGO bonds under RCW 39.36.020, subject to the approval of the Council, and subject to voter approval. UTGO debt will be used for capital purposes when the use of an excess tax levy is necessary for debt service payments. No combination of UTGO (voter approved) debt and LTGO debt of the City shall exceed an aggregate total of: (a) 2.5 percent of the City's assessed value of the taxable property within the City for general purposes; (b) 2.5 percent of the City's assessed value of the taxable property within the City for parks, open spaces and capital facilities associated with economic development; and (c) 2.5 percent of the City's assessed value of the taxable property within the City for utility purposes.

Revenue Bonds. The City is authorized to sell revenue bonds under RCW 35.41.030, subject to the approval of the Council. Revenue bonds will be issued to finance the acquisition, construction or improvements to facilities of enterprise systems operated by the City, in accordance with a system and plan of improvements. The enterprise system must be legally authorized for operation by the City. There are no legal limits to the amount of revenue bonds the City can issue, but the City will not incur revenue obligations without first ensuring the

ability of an enterprise system to meet all pledges and covenants customarily required by investors in such obligations during the term of the obligation.

Local Improvement District Bonds. The City is authorized to sell local improvement district (special assessment) bonds ("LID bonds") under RCW 35.45.010, subject to the approval of the Council. LID bonds are issued to finance projects that will provide special benefit to certain property owners. The specially benefiting property owners are levied an assessment, based upon a formula developed to fairly reflect the benefit received by each property owner in the local improvement district. After consideration and review, the City may form local improvement districts upon petition of benefiting property owner(s), unless the Council determines to establish such districts by resolution, pursuant to statutory authority. LIDs for utility improvements may be authorized as ULIDs, which may be financed through issuance of Revenue Bonds.

Lease Purchase Financing. Lease purchase financing may be used when the cost of borrowing or other factors make it in the City's best interest.

Short-Term Debt. The City is authorized to incur short-term debt under chapter 39.50 RCW, subject to the approval of the Council. Short-term debt may be issued to meet: (1) the immediate financing needs of a project for which long-term financing has been identified and is likely or secured but not yet received; or (2) cash flow needs within authorized budgets and anticipated receipts for the budget year.

The Finance Director is authorized to make loans from one City fund to another City fund for periods not exceeding twelve months. The Finance Director or designee is required to assure that the loaning fund will have adequate cash balances to continue to meet current expenses after the loan is made and until repayment from the receiving fund. All interfund short-term borrowing will bear interest based upon prevailing Local Government Investment Pool rates.

SECTION 2. RESPONSIBILITIES

The primary responsibility for debt management rests with the City's Finance Director.

The Finance Director shall (or shall cause the following to occur):

- Provide for the issuance of debt at the lowest cost and risk;
- Determine the available debt capacity;
- Provide for the issuance of debt at appropriate intervals and in reasonable amounts as required to fund approved projects;
- Recommend to the Council the manner of sale of debt;
- Monitor opportunities to refund debt and recommend such refunding as appropriate;
- Comply with all Internal Revenue Service (IRS), Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB) rules and regulations governing the issuance of debt pursuant to the City's Post Issuance Compliance Policy;
- Provide information for and participate in the preparation and review of bond offering or disclosure documents;
- Comply with all terms, conditions and disclosures required by Ordinances governing the debt issued;
- Submit to the Council all recommendations to issue debt;

- Distribute to appropriate repositories, such as the EMMA repository managed by the Municipal Securities Rulemaking Board, information regarding financial condition and affairs at such times and in the form required by contract, regulation and general practice, including Rule 15c2-12 regarding continuing disclosure;
- Provide for the distribution of pertinent information to rating agencies;
- Coordinate and lead presentations to rating agencies, when appropriate;
- Maintain a database with all outstanding debt;
- Apply and promote prudent fiscal practices;
- Select a qualified financial advisor with experience in municipal finance in Washington, and registered with the SEC and MSRB as a “municipal advisor,” and
- Account for and pay all bonded indebtedness for the City, by specifically providing for the timely payment of principal of and interest on all debt; and ensuring that the fiscal agent receives funds for payment of debt service on or before the payment date.

The Council shall:

- Approve the Debt Policy;
- Approve indebtedness;
- Approve budgets sufficient to provide for the timely payment of principal and interest on debt;
- Determine the most appropriate financing plan for proposed debt, based on recommendation from the Finance Director, upon advice of the City's financial advisor; and
- By Ordinance, delegate broad or limited authority to the Finance Director relative to execution of a financing plan approved by the Council.

SECTION 3: METHOD OF SALE OF BONDS

Competitive Sale. The Finance Director may, upon the advice of the City's financial advisor, submit to the Council a recommendation to sell debt on a competitive bid basis. City debt issued on a competitive bid basis will be sold to the bidder proposing the lowest true interest cost to the City. Such bid may take the form of electronically transmitted offers to purchase the bonds.

Negotiated Sale. The Finance Director may, upon the advice of the City's financial advisor, submit to the Council a recommendation to sell debt on a negotiated basis. If debt is sold on a negotiated basis, the negotiations of terms and conditions shall include, but not be limited to, prices, interest rates, redemption provisions and underwriting compensation. The Finance Director, with the assistance of its financial advisor, shall evaluate the terms offered by the underwriter including comparison of terms with prevailing terms and conditions in the marketplace for comparable issues. If more than one underwriter is included in the negotiated sale of debt, the Finance Director shall establish appropriate levels of liability, participation and priority of orders and, with the assistance of its financial advisor, oversee the bond allocation process.

Private or Direct Placement. When deemed appropriate to minimize the direct or indirect costs and risks of a debt issue, the Finance Director will, upon the advice of the City's financial advisor, submit to the Council a request to incur debt issue through a private placement or direct bank placement.

SECTION 4. REFUNDING BONDS OR NOTES

Refundings will be conducted in accordance with chapter 39.53 RCW. Unless otherwise justified, the City will refinance debt to either achieve debt service savings as market opportunities arise, or to eliminate restrictive covenants.

Unless otherwise justified, an "advance refunding" transaction will require a present value savings of five percent of the principal amount of the debt being refunded. In addition to the savings, any determination to refund debt should take into consideration all costs and negative arbitrage in the refunding escrow.

A "current refunding" transaction will require present value savings in an amount or percentage to be determined by the Finance Director based upon the advice of the City's financial advisor.

SECTION 5. STRUCTURAL ELEMENTS

Maturity Term. The City shall issue debt with an average life less than or equal to the average life of the assets being financed. Unless otherwise stated in law, the final maturity of the debt shall be no longer than 40 years (RCW 39.46.110).

Debt Service Structure. Unless otherwise justified and deemed necessary, debt service should be structured on a level annual basis. Refunding bonds should be structured to produce debt service savings as determined by the Finance Director, based upon the advice of the City's financial advisor, to be in the best interest of the City. Unless specifically justified and deemed necessary, debt shall not have capitalized interest. If appropriate, debt service reserve funds may be used for revenue bonds.

Maturity Structure. The City's long-term debt may include serial and term bonds. Unless otherwise justified, term bonds should be sold with mandatory sinking fund requirements.

Price Structure. The City's long-term debt may include par, discount and premium bonds. Discount and premium bonds must be demonstrated to be advantageous relative to par bond structures, given applicable market conditions and the City's financing goals.

Interest Payments. Unless otherwise justified and deemed necessary, long-term debt will bear interest payable semiannually.

Redemption Features. For each transaction, the City shall evaluate the costs and benefits of call provisions.

Capitalization. Debt service reserves may be capitalized for enterprise activities only. Costs of issuance may be capitalized for all debt. Interest costs may be capitalized upon the advice of the City's financial advisor for any type of debt.

Bond Insurance. The City may evaluate the costs and benefits of bond insurance or other credit enhancements. Any credit enhancement purchased by the City shall be competitively procured unless otherwise justified.

Tax-exemption. Unless otherwise justified and deemed necessary, the City shall issue its debt on a tax-exempt basis. Taxable debt may be justified based on a need for flexibility in use of proceeds, or when expected to reduce burdens relative to IRS rules.

SECTION 6. CREDIT OBJECTIVE

The City shall seek to maintain and improve its bond rating or ratings, as applicable.

SECTION 7. USE OF PROFESSIONALS AND OTHER SERVICE PROVIDERS

Bond Counsel. All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the debt, and that all statutory requirements have been met. The bond counsel opinion and other documents relating to the issuance of debt will be prepared by nationally recognized bond counsel with extensive experience in public finance and tax issues. Bond counsel will be appointed by the Finance Director consistent with the City's general authority to contract. .

Financial Advisor. The Finance Director will appoint a financial advisor for each debt issue, or for a specified term, consistent with the City's general authority to contract. The financial advisor shall be nationally recognized, have comprehensive municipal debt experience, including debt structuring and pricing of municipal securities, be registered as a "municipal advisor" with the MSRB and SEC, and have knowledge of State laws relating to City finances. The City financial advisor is to be available for general purposes, and will assist the City with all financing issues. *In no case shall the financial advisor serve as underwriter for the City's debt issues.*

Underwriter. The Finance Director in consultation with the City's financial advisor will select an underwriter for any negotiated sale of bonds. The selection of an underwriter may be for an individual bond issue, series of financings or a specified time period, as determined by the Finance Director. Depending upon the nature and amount of each financing, the Finance Director is authorized, in consultation with the City's financial advisor, to appoint more than one underwriter for each financing and to designate one underwriting firm as the managing underwriter.

Other Service Providers. Professional services such as verification agent, escrow agent or rebate analyst shall be appointed by the Finance Director in consultation with the City's financial advisor and/or bond counsel.

Other City Policies and Procedures. The City shall comply with its Post-Issuance Tax Compliance Policy, and shall provide the appropriate department heads and staff with educational opportunities to ensure they are aware of requirements that may pertain to bond financed facilities and assets relating to their duties.

SECTION 8. POST-ISSUANCE COMPLIANCE PROCEDURES

Continuing Disclosure Obligations for All Bonds

Purpose. At the time of issuance of any Bonds, regardless of tax status, the City is required to enter into a Continuing Disclosure Undertaking (“Undertaking”) in order to allow the underwriter of the Bonds to comply with Securities and Exchange (“SEC”) Rule 15(c)2-12. The Undertaking is a contract between the City and the underwriter in which the City agrees to provide certain information to an “information repository” operated by the Municipal Securities Rulemaking Board (“MSRB”) to ensure investors have access to annual updates and related events that occur during the year.

Responsibility for Undertaking. The Finance Director is responsible for negotiating the terms of and complying with each of the City’s Undertakings. The Finance Director will negotiate the terms of the Undertaking at the time of each bond issuance, with a goal of meeting the requirements of Rule 15(c)2-12, without undue burden on the City. The Finance Director will strive to ensure that each Undertaking is similar to prior Undertakings to the extent possible, to simplify future compliance.

Compliance with Undertaking. The Finance Director will have responsibility for ensuring compliance with each Undertaking, which activities may be delegated to staff within the finance department. This will require certain annual filings, by a set due date, as well as periodic filings as certain specified events arise. Filings are to be made through the Electronic Municipal Market Access (“EMMA”) portal, managed by the MSRB. The Finance Director is responsible for knowing the terms of the City’s Undertakings, and ensuring appropriate staff within the finance department and other departments of the City are aware of the events that may require a filing.

Certification of Compliance. At the time of each subsequent bond issue, the Finance Director is responsible for reviewing all prior compliance, and providing a statement as to that prior compliance, as required by Rule 15(c)2-12. Each official statement will include a statement that describes compliance (or non-compliance) with each prior undertaking, which statement will be certified by the Finance Director.

Compliance Relating to Tax Exempt Bonds

Purpose. The purpose of these post-issuance compliance procedures (“Compliance Procedures”) for tax-exempt bonds and other obligations issued by the City for which federal tax exemption is provided by the Internal Revenue Code of 1986, as amended (the “Code”), is to facilitate compliance by the City with the applicable requirements of the Code that must be satisfied after the issue date of the bonds to maintain the tax exemption for the bonds after the issue date.

Responsibility for Monitoring Post-Issuance Tax Compliance. The City Council of the City has the overall, final responsibility for monitoring whether the City is in compliance with post-issuance federal tax requirements for the City’s tax-exempt bonds. However, the City Council has delegated the primary operating responsibility to monitor the City’s compliance with post-issuance federal tax requirements for the City’s bonds to the Finance Director and has authorized and directed the Finance Director of the City to adopt and implement on behalf of the City these Compliance Procedures.

Arbitrage Yield Restriction and Rebate Requirements. The Finance Director will maintain or cause to be maintained records of:

- (a) purchases and sales of investments made with bond proceeds (including amounts treated as “gross proceeds” of bonds under section 148 of the Code) and receipts of earnings on those investments;
- (b) expenditures made with bond proceeds (including investment earnings on bond proceeds) in a timely and diligent manner for the governmental purposes of the bonds, such as for the costs of purchasing, constructing and/or renovating property and facilities;
- (c) information showing, where applicable for a particular calendar year, that the City was eligible to be treated as a “small City” in respect of bonds issued in that calendar year because the City did not reasonably expect to issue more than \$5,000,000 of tax-exempt bonds in that calendar year;
- (d) calculations that will be sufficient to demonstrate to the Internal Revenue Service (“IRS”) upon an audit of a bond issue that, where applicable, the City has complied with an available spending exception to the arbitrage rebate requirement in respect of that bond issue;
- (e) calculations that will be sufficient to demonstrate to the IRS upon an audit of a bond issue for which no exception to the arbitrage rebate requirement was applicable, that the rebate amount, if any, that was payable to the United States of America in respect of investments made with gross proceeds of that bond issue was calculated and timely paid with Form 8038-T timely filed with the IRS; and
- (f) information and records showing that investments held in yield-restricted advance refunding or defeasance escrows for bonds, and investments made with unspent bond proceeds after the expiration of the applicable temporary period, were not invested in higher-yielding investments.

Restrictions on Private Business Use and Private Loans. The Finance Director will adopt procedures calculated to educate and inform the principal operating officials of those departments, including utility departments, if any, of the City (the “users”) for which land, buildings, facilities and equipment (“property”) are financed with proceeds of tax-exempt bonds about the restrictions on private business use that apply to that property after the bonds have been issued, and of the restriction on the use of proceeds of tax-exempt bonds to make or finance any loan to any person other than a state or local government unit. In particular, following the issuance of bonds for the financing of property, the Finance Director shall provide to the users of the property a copy of these Compliance Procedures and other appropriate written guidance advising that:

- (a) “private business use” means use by any person other than a state or local government unit, including business corporations, partnerships, limited liability companies, associations, nonprofit corporations, natural persons engaged in trade or business activity, and *the United States of America and any federal agency*, as a result of ownership of the property or use of the property under a lease, management or service contract (except for certain “qualified” management or service contracts), output contract for the purchase of electricity or water, privately sponsored research contract (except for certain “qualified” research contracts), “naming rights” contract, “public-private partnership” arrangement, or any similar use arrangement that provides special legal entitlements for the use of the bond-financed property;
- (b) under section 141 of the Code, no more than 10% of the proceeds of any tax-exempt bond issue (including the property financed with the bonds) may be used for private business

use, of which no more than 5% of the proceeds of the tax-exempt bond issue (including the property financed with the bonds) may be used for any “unrelated” private business use—that is, generally, a private business use that is not functionally related to the governmental purposes of the bonds; and no more than *the lesser* of \$5,000,000 or 5% of the proceeds of a tax-exempt bond issue may be used to make or finance a loan to any person other than a state or local government unit;

- (c) before entering into any special use arrangement with a nongovernmental person that involves the use of bond-financed property, the user must consult with the Finance Director, provide the Finance Director with a description of the proposed nongovernmental use arrangement, and determine whether that use arrangement, if put into effect, will be consistent with the restrictions on private business use of the bond-financed property;
- (d) the Finance Director is to communicate with the City’s bond counsel and/or financial advisor relative to any proposed change in use or special use arrangement that may impact the status of the bonds, before entering into such agreement.

RESERVE POLICY



City of Tukwila

Washington

Resolution No. 1861

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, REVISING THE PREVIOUSLY ADOPTED FINANCIAL RESERVE POLICY TO INCREASE THE GENERAL FUND RESERVE LEVEL, ADD A ONE-TIME REVENUE RESERVE, AND CONFORM THE HEALTH CARE FUND RESERVE POLICY TO CURRENT PRACTICES; AND REPEALING RESOLUTION NO. 1774.

WHEREAS, for the well-being and sustainability of the community, its residents, and businesses, it is important that the City of Tukwila be prepared to respond to any and all situations that could result in a risk and/or crisis to the City's finances including, but not limited to, revenue shortfalls and unanticipated expenditures; and

WHEREAS, it is the responsibility of the City Council of the City of Tukwila to provide policy direction for the City's biennial budget through the passage of motions and ordinances, adoption of resolutions, and final approval of said budget; and

WHEREAS, a financial reserve policy establishes, attains, and restores minimum fund balances, including self-insured health care reserve funds, and specifies review and reporting of such; and

WHEREAS, the Best Practices promulgated by the Government Finance Officers Association recommends that the unrestricted fund balance in the General Fund equal no less than two months of regular General Fund operating revenues, or 16.67%; and

WHEREAS, credit rating agencies consider combined General Fund and Contingency Reserve Fund balances of at least 30% of operating revenues to be a good indication of credit worthiness; and

WHEREAS, in prior years the financial health of the City was negatively impacted by recession and changes in state law; and

WHEREAS, it is financially prudent to save a portion of revenue windfalls derived from one-time or periodic events, such as the sale of real property or sales tax collected on construction activity, as a means of offsetting the effects of recessions or other events that could force the City to reduce service levels;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. Minimum Fund Balances.

A. At the close of each fiscal year, the General Fund unassigned balance shall equal or exceed 18% and the Contingency Fund reserve balance shall equal or exceed 10% of the previous year General Fund revenue, exclusive of significant non-operating, non-recurring revenues such as real estate sales or transfers in from other funds.

B. At the close of each fiscal year, the unrestricted balances of the Enterprise Funds shall equal or exceed 20% of the previous year revenue, exclusive of significant non-operating, non-recurring revenues such as real estate sales, transfers in from other funds or debt proceeds.

C. Use or draw down of minimum balances shall occur only upon recommendation of City Administration and approval by City Council through a resolution. Should use or draw down occur, the City Administration shall establish a plan, no later than the end of the fiscal year following the year of decline, to restore the fund balance to the prescribed minimum level. The plan shall be presented to and approved by the City Council.

Section 2. One-time Revenue Reserve. A One-time Revenue Reserve shall be established and maintained in the Contingency Fund. The One-time Revenue Reserve shall be credited annually with 10% of the prior year one-time revenues to the extent General Fund surplus for the year is sufficient to cover the reserve funding. Use of the reserve shall occur only upon recommendation by City Administration and approval by City Council through a resolution.

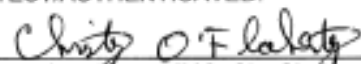
Section 3. Self-insured Health Care Funds. The City shall maintain a reserve in each of its self-insured health care funds in an amount equal to 1.5 times, or 150%, of the actuarially determined IBNR (incurred but not reported) balance. Use of the reserve shall occur only upon recommendation by City Administration and approval by City Council through a resolution.

Section 4. A report showing compliance with the Financial Reserve Policy shall be provided to the City Council on an annual basis, no later than July 1 of each year.

Section 5. Repealer. Resolution No. 1774 is hereby repealed.

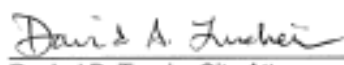
PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Regular Meeting thereof this 3rd day of August, 2015.

ATTEST/AUTHENTICATED:


Christy O'Flaherty, MMC, City Clerk


Kate Kruller, Council President

APPROVED AS TO FORM BY:


Rachel B. Turpin, City Attorney
David A. Linchen

Filed with the City Clerk: 7-29-15
Passed by the City Council: 8-3-15
Resolution Number: 1861

CLASSIFICATION OF EXPENDITURES BY OBJECT

OBJECT – Is used to classify expenditures into the appropriate accounting bucket. This term applies to the item purchased or the service obtained for the City.

Fund	Dept	BaSub	Element	Object	Sub-Object
xxx	xx	xxx	xxx	xx	xx

Object Codes Defined:

10 Salaries and Wages – Amounts paid for personal services rendered by employees in accordance with the rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and other compensation construed to be salaries and wages.

Note: Personal Services do not include fees and out-of pocket expenses for professional or consultant services performed on assignments. Such services are properly classified as Other Services and Charges.

20 Personnel Benefits – The benefits paid by the employer as part of the conditions of current and past employment.

30 Supplies – This is a basic classification of expenditures by object for articles and commodities purchased for consumption or resale.

31 Office and Operating Supplies – Items purchased directly and consumed by a department. Examples: Forms, Chemicals, Publications, Toner, Office Supplies, etc.

32 Fuel Consumed – Includes fuel used to generate power, fuel for heating, and fuel for operating engines and vehicles. Does not include utilities...see object 47.

33 Power, Water, Gas purchased for resale

34 Supplies purchased for inventory for resale

35 Small tools and minor equipment

40 Services – Costs for services other than personal services which are needed by the government. Such services may be provided by a governmental agency or by private business organization.

41 Professional Services – Examples: Accounting and Auditing, Engineering and Architectural, Computer Programming, Management Consulting, Legal, Custodial Cleaning, etc...

42 Communication – Examples: Telephone, Internet, Postage, Fax

43 Travel – Examples: Per Diem, Lodging, Meal, Mileage, Travel Costs

- 44 Advertising**
- 45 Operating Rental and Leases**
- 46 Insurance** – Examples: Fire, Other Casualty, Bonds, Theft, Liability
- 47 Utility Services** – Examples: Gas, Water, Sewer, Electricity, Waste Disposal, Cable TV
- 48 Repairs and Maintenance** – Contracted labor and supplies furnished by contractors. Examples: Building improvements, Structure, Equipment.
- 49 Miscellaneous** – Examples: Dues, Subscriptions and Memberships, Registrations, Judgments and Damages, Printing and Binding, Laundry and Sanitation Services, Filing, Recording and Witness Fees, Contractual Services not otherwise classified.
- 50 Intergovernmental Services and Other Interfund Payments** – This classification is primarily designed to segregate intergovernmental purchases of those specialized services typically performed by local governments.
- 60 Capital Outlays** – Expenditures which result in the acquisition of, rights to, or additions to capital assets, including incidental costs such as legal, appraisal and brokerage fees, land preparation and demolishing buildings, fixtures and delivery costs.
 - 61 Land and Land Improvements** – Examples: Easements, Site Improvements, Rights of way, Land Acquisition Costs and related expenditures, intangible rights to land.
 - 62 Building and Structures** – Acquisition, Construction and Improvements
 - 63 Other Improvements** – Examples: Lighting Systems, Parking Areas, Streets, Sidewalks, Roadways, Signs and Signals, Trails and Bike Paths, Tunnels, Dikes and Levees, Water and Sewer Systems, Culverts, Bridges, Athletic Fields
 - 64 Machinery and Equipment** – Examples: Communications, Janitorial, Transportation, Police Dogs, Artwork, Office Furniture and Equipment, Heavy Duty Work Equipment, Computer Software/Hardware.
- 70 Debt Service Principal** – Used for Bonds and Loan Principal
- 80 Debt Service Interest and Related Costs** – Used for Interest, Issuance Costs on External Debt.

2021 POSITION SALARY SCHEDULE

Elected Officials	Minimum	Maximum
COUNCIL MEMBER	\$15,000	\$15,000
MAYOR	\$113,760	\$113,760
Fire IAFF	Minimum	Maximum
FIRE BATTALION CHIEF	\$129,852	\$134,844
FIRE CAPTAIN	\$114,876	\$119,868
FIREFIGHTER	\$79,908	\$104,880
Non-Represented	Minimum	Maximum
ASSISTANT FIRE CHIEF	\$115,548	\$147,132
ASSISTANT POLICE CHIEF	\$115,548	\$147,132
ASSISTANT TO THE CHIEF	\$68,508	\$78,828
ASSISTANT TO THE DIRECTOR	\$72,636	\$83,604
BUILDING OFFICIAL	\$102,156	\$127,680
BUSINESS RELATIONS MANAGER	\$96,600	\$118,332
CITY ADMINISTRATOR	\$141,516	\$184,032
CITY CLERK/RCD GOVERNANCE MGR	\$102,156	\$127,680
CIVIL SERVICE EXAMINER	\$68,508	\$78,828
COMMUNICATIONS & GOV RELATIONS MANAGER	\$102,156	\$127,680
COMMUNITY ENGAGEMENT MANAGER	\$96,600	\$118,332
DCD DIRECTOR	\$124,608	\$162,024
DEPUTY PARKS & REC DIRECTOR	\$107,616	\$134,532
DEPUTY CITY ADMINISTRATOR	\$128,952	\$167,700
DEPUTY CITY CLERK	\$72,636	\$83,604
DEPUTY DCD DIRECTOR	\$107,616	\$134,532
DEPUTY DIRECTOR ADMIN SERV/CIO	\$107,616	\$134,532
DEPUTY FINANCE DIRECTOR	\$107,616	\$134,532
DEPUTY FIRE CHIEF	\$121,056	\$157,464
DEPUTY POLICE CHIEF	\$121,056	\$157,464
DEPUTY PUBLIC WORKS DIRECTOR	\$107,616	\$134,532
DEPUTY PW DIRECT/CITY ENGINEER	\$115,548	\$147,132
DEVELOPMENT MANAGER	\$103,980	\$129,936
ECONOMIC DEVELOPMENT ADMINISTR	\$116,760	\$152,844
EMERGENCY MANAGEMENT COORD	\$93,564	\$112,320
EXECUTIVE COORDINATOR	\$84,804	\$101,772
FINANCE DIRECTOR	\$124,608	\$162,024
FIRE CHIEF	\$128,952	\$167,700
HUMAN RESOURCES ANALYST	\$89,568	\$107,556
HUMAN RESOURCES ASSISTANT	\$84,804	\$101,772
HUMAN RESOURCES DIRECTOR	\$124,608	\$162,024
HUMAN RESOURCES TECHNICIAN	\$64,320	\$74,028
INFO TECHNOLOGY MANAGER	\$102,156	\$127,680
IT DIRECTOR	\$124,608	\$162,024
IT SYSTEMS ENGINEER	\$93,564	\$112,320
JUDICIAL BRANCH ADMINISTRATOR	\$124,608	\$162,024
LEGISLATIVE ANALYST COUNCIL	\$89,568	\$107,556
MAINTENANCE OPERATIONS MANAGER	\$103,980	\$129,936
PARKS AND RECREATION ANALYST	\$67,174	\$80,668
PARKS AND RECREATION DIRECTOR	\$124,608	\$162,024
POLICE CHIEF	\$128,952	\$167,700
POLICE PROGRAM MANAGER	\$102,156	\$127,680

Non-Represented (continued)	Minimum	Maximum
PROJECT DEVELOPMENT MANAGER	\$96,600	\$118,332
PUBLIC SAFETY ANALYST	\$89,568	\$107,556
PUBLIC WORKS ANALYST	\$89,568	\$107,556
PUBLIC WORKS DIRECTOR	\$128,952	\$167,700
SENIOR ENGINEER	\$102,156	\$127,680
SENIOR HUMAN RESOURCES ANALYST	\$89,568	\$107,556
SYSTEMS ADMINISTRATOR	\$84,804	\$101,772
TECHNOLOGY INTEGRATION MANAGER	\$102,156	\$127,680
Police Commander	Minimum	Maximum
POLICE COMMANDER	\$134,892	\$148,128
Police Non-Commissioned	Minimum	Maximum
COMMUNITY POLICING COORD	\$77,196	\$89,328
DOMESTIC VIOLENCE ADVOCATE	\$60,744	\$75,408
EVIDENCE TECHNICIAN	\$60,168	\$72,324
EVIDENCE TECHNICIAN LEAD	\$63,972	\$79,224
PATROL ADMIN ASSISTANT	\$52,428	\$64,116
POLICE INFORMATION ANALYST	\$68,208	\$83,832
POLICE RECORDS SPECIALIST	\$51,780	\$64,044
POLICE SUPPORT OFFICER	\$65,052	\$77,280
SPEC SERVICES ADMIN SPECIALIST	\$57,228	\$69,564
Police Guild	Minimum	Maximum
MASTER POLICE OFFICER	\$97,020	\$102,695
POLICE OFFICER	\$77,652	\$99,372
Teamsters	Minimum	Maximum
INFO TECHNOLOGY ASST	\$50,988	\$61,992
ADMIN SUPPORT ASSISTANT	\$47,640	\$57,924
ADMIN SUPPORT COORDINATOR	\$58,356	\$70,920
ADMIN SUPPORT SPECIALIST	\$54,564	\$66,312
ADMIN SUPPORT TECHNICIAN	\$50,988	\$61,992
ASSOCIATE PLANNER	\$81,864	\$99,468
BUILDING INSPECTOR III	\$71,496	\$86,904
BUSINESS COMMUNITY LIAISON	\$62,412	\$75,888
CODE ENFORCEMENT OFFICER DCD	\$66,816	\$81,204
COMBINATION INSPECTOR DCD	\$71,496	\$86,904
COURT OPERATIONS ASSISTANT	\$23,816	\$28,964
COURT OPERATIONS ASSOC-BALIFF	\$58,356	\$70,920
COURT OPERATIONS SUPERVISOR	\$71,496	\$86,904
COURT SUPPORT SERVICES ASSOCIATE	\$50,988	\$61,992
COURT SUPPORT SERVICES MANAGER	\$101,604	\$126,996
DATABASE SYSTEMS ADMINISTRATOR	\$81,864	\$99,468
DIRECTOR OF INSTRUCTION - GOLF	\$71,496	\$86,904
EMERGENCY MANAGEMENT SPECIALIST	\$57,339	\$69,759
ENGINEER	\$87,576	\$106,452
FACILITIES CUSTODIAN	\$50,988	\$61,992
FACILITIES MAINT TECHNICIAN	\$58,356	\$70,920
FACILITIES OPERATIONS FOREMAN	\$71,496	\$86,904
FACILITIES OPS TECHNICIAN	\$62,412	\$75,888
FIRE PROJECT COORDINATOR	\$81,864	\$99,468
FISCAL COORDINATOR	\$87,576	\$106,452

Teamsters (continued)	Minimum	Maximum
FISCAL MANAGER	\$100,284	\$121,920
FISCAL SPECIALIST	\$58,356	\$70,920
FISCAL SUPPORT TECHNICIAN	\$50,988	\$61,992
FLEET TECHNICIAN	\$62,412	\$75,888
FLEET TECHNICIAN FOREMAN	\$71,496	\$86,904
GIS COORDINATOR	\$81,864	\$99,468
GOLF MAINTENANCE SUPERVISOR	\$71,496	\$86,904
GRAPHICS SPECIALIST DCD	\$58,356	\$70,920
HABITAT PROJECT MANAGER	\$93,720	\$113,916
INFO SYSTEMS PROJECT ANALYST	\$93,720	\$113,916
INFO TECHNOLOGY SPECIALIST	\$66,816	\$81,204
IT APPLICATION SUPPORT SPECIALIST	\$66,816	\$81,204
LEAD MAINT SPECIALIST	\$66,816	\$81,204
MAINT & OPS FOREMAN	\$71,496	\$86,904
MAINT & OPS SPECIALIST	\$62,412	\$75,888
MAINT & OPS SUPERINTENDENT	\$87,576	\$106,452
MAINTENANCE SPECIALIST	\$58,356	\$70,920
MAINTENANCE TECHNICIAN	\$54,564	\$66,312
MAINTENANCE WORKER	\$47,640	\$57,924
MARKETING COMMUNICATIONS COORD	\$62,412	\$75,888
NPDES COORDINATOR	\$87,576	\$106,452
NPDES INSPECTOR SENIOR	\$71,496	\$86,904
PARKS & RECREATION MANAGER	\$100,284	\$121,920
PARKS MAINTENANCE SUPERVISOR	\$71,496	\$86,904
PAYROLL SPECIALIST	\$66,816	\$81,204
PERMIT COORDINATOR DCD	\$81,864	\$99,468
PLANNING SUPERVISOR DCD	\$100,284	\$121,920
PLANS EXAMINER	\$62,412	\$75,888
POLICE RECORDS SUPERVISOR	\$66,816	\$81,204
PROGRAM COORDINATOR	\$87,576	\$106,452
PROGRAM MANAGER	\$93,720	\$113,916
PROJECT INSPECTOR PW ENG	\$66,816	\$81,204
PROJECT MANAGER	\$93,720	\$113,916
RECREATION PROG ASSISTANT	\$47,640	\$57,924
RECREATION PROG COORDINATOR	\$71,496	\$86,904
RECREATION PROG SPECIALIST	\$58,356	\$70,920
RECREATION SUPERINTENDENT	\$87,576	\$106,452
SAFETY RISK MANAGEMENT ANALYST	\$87,576	\$106,452
SENIOR ELECTRICAL INSPECTOR	\$76,452	\$93,012
SENIOR FACILITIES CUSTODIAN	\$66,816	\$81,204
SENIOR FISCAL COORDINATOR	\$93,720	\$113,916
SENIOR PLANNER DCD	\$87,576	\$106,452
SENIOR PLANS EXAMINER DCD	\$71,496	\$86,904
SENIOR PROGRAM MANAGER	\$101,604	\$126,996
SPECIAL PROGRAMS COORD/VOLUNTR	\$87,576	\$106,452
SR INFO TECHNOLOGY SPECIALIST	\$76,452	\$93,012
SR MAINT & OPS SPECIALIST	\$66,816	\$81,204
SR PROJECT INSPECTOR DCD	\$71,496	\$86,904
TECHNOLOGY OPER SUPERVISOR	\$81,864	\$99,468

Teamsters (continued)	Minimum	Maximum
TELECOMMUNICATIONS ANALYST	\$81,864	\$99,468
TRAFFIC ENGINEERING COORDINATOR	\$81,864	\$99,468
TRANSPORTATION PROJECT MANAGER	\$93,720	\$113,916
URBAN ENVIRONMENTALIST DCD	\$43,784	\$53,227
WATER QUALITY SPECIALIST	\$66,816	\$81,204
Tukwila Police Sergeant's Guild	Minimum	Maximum
POLICE SERGEANT	\$103,368	\$107,400

STAFFING LEVELS

DEPARTMENT	2018	2019	2020	2021	2022
General Fund:					
Council	8.00	8.00	8.00	8.00	8.00
Mayor ^(a, b)	16.00	9.50	9.50	4.50	4.50
Administrative Services ^(a, b)	-	10.00	10.00	21.54	21.54
Human Resources ^(a)	4.00	-	-	-	-
Finance	12.00	12.00	12.00	12.00	12.00
Parks & Recreation	25.25	25.25	25.25	24.00	24.00
Department of Community Development	25.75	25.50	25.50	28.00	28.00
Court	9.85	9.90	9.90	7.90	7.90
Police	97.00	98.00	98.00	91.00	91.00
Fire	67.00	67.00	67.00	65.00	65.00
Information Technology ^(b)	9.00	9.00	9.00	-	-
Public Works	23.00	23.20	23.20	19.00	19.00
Street	11.50	11.50	11.50	9.50	9.50
General Fund Sub-Total	308.35	308.85	308.85	290.44	290.44
Public Works - Arterial Street Fund	-	3.00	3.00	2.00	2.00
Lodging Tax	-	0.50	0.50	0.50	0.50
Public Works - Water Fund	7.50	7.40	7.40	7.82	7.82
Public Works - Sewer Fund	4.50	4.40	4.40	6.82	6.82
Parks & Recreation - Golf Fund	8.75	8.75	8.75	8.75	8.75
Public Works - Surface Water	12.50	12.50	12.50	12.82	12.82
Public Works - Equipment Rental Fund	5.00	5.00	5.00	5.00	5.00
TOTAL	346.60	350.40	350.40	334.15	334.15

^(a) Beginning in 2019, Administrative Services will include Human Resources and Community Services and Engagement (previously in the Mayor's Office).

^(b) Beginning in 2021, Administrative Services will include Information Technology and the City Clerk's Office (previously in the Mayor's Office).

Major Position Changes for 2021-2022:

Department	FTE Changes 2020/2021	FTE Changes 2021/2022
General Fund		
Court		
Reduce Administrative Support Coordinator (Admin Division)	(1.00)	-
Reduce Court Operations Associate (Admin Division)	(0.75)	-
Reduce Administrative Support Specialist (Probation Division)	(0.25)	-
Parks & Recreation		
Reduce Parks and Recreation Manager from 4 to 3 FTE	(1.00)	-
Reduce Parks and Recreation Analyst to 0.75 FTE	(0.25)	-
Add Fiscal Specialist	1.00	-
Add Recreation Superintendent	1.00	-
Reduce Recreation Program Coordinator to 4.75 FTE	(1.25)	-
Reduce Recreation Program Specialist to 4.0 FTE	(1.00)	-
Reduce Recreation Program Assistant to 0.50 FTE	(0.25)	-
Eliminate Facility Support Technician	(1.00)	-
Eliminate Maintenance & Operations Superintendent	(1.00)	-
Community Development		
Reduce Senior Planner to 2.75 FTE	(0.50)	-
Reduce Assistant Planner to 1.0 FTE	(0.75)	-
Add Transportation Program Manager	1.00	-
Reduce Transportation Outreach Coordinator	(0.50)	-
Move Senior Project Inspector from Public Works	1.00	-
Move Engineers from Public Works	2.00	-
Eliminate Plans Examiner	(1.00)	-
Increase Admin Support Technician to 5.75	1.25	-
Police		
Eliminate Community Oriented Policing Coordinator	(1.00)	-
Reduce Police Sergeant to 9.0 FTE	(1.00)	-
Reduce Police Officers to 53.0 FTE	(6.00)	-
Increase Evidence Technician to 2.0 FTE	1.00	-
Eliminate Records Disposition Specialist	(1.00)	-
Increase Police Support Officer to 2.0 FTE	1.00	-
Eliminate Auto Theft Task Force Detective	(1.00)	-
Add Emergency Manager	1.00	-
Fire		
Reduce Admin Support Technician to 1.0 FTE	(1.00)	-
Eliminate CERT Trainer	(1.00)	-
Public Works		
Add new Traffic Engineer Manager	1.00	-
Eliminate Maintenance Operations Manager	(1.00)	-
Add new General Maintenance Manager	1.00	-
Eliminate Development Manager	(0.20)	-
Move Senior Project Inspector to Community Development	(2.00)	-
Move Engineers to Community Development	(1.00)	-
Eliminate Admin Support Technician	(1.00)	-
Eliminate Senior Program Manager	(1.00)	-
Eliminate Senior Project Inspector	(1.00)	-
Add Project Inspector	1.00	-
Eliminate Facilities Maintenance Technician	(1.00)	-
Add Grant Writer	1.00	-
Administrative Services		
Add positions from Technology Information Services	9.00	-
Reduce Senior/Information Technology Specialist	(1.00)	-
Allocate Information Systems Project Analyst to utilities	(0.30)	-
Allocate GIS Coordinator to utilities	(0.66)	-
Add positions from City Clerk division in Mayor's Office	4.00	-
Technology Information Services		
Merge all positions with Administrative Services Department	(9.00)	-
Mayor's Office		
Merge City Clerk's division with Administrative Services Department	(4.00)	-
Arterial Street Fund		
Eliminate Transportation Contract Engineer	(1.00)	-
Water Fund		
Allocate TIS positions	0.32	-
Increase Development/Project Manager	0.10	-
Sewer Fund		
Allocate TIS positions	0.32	-
Add Utilities Maintenance Manager	1.00	-
Increase Development/Project Manager	1.10	-
Surface Water Fund		
Allocate TIS positions	0.32	-
Add Levee Project Manager	1.00	-
TOTAL FTE changes	(15.25)	-

FUND TYPES

General Fund: used to account for and report all financial resources not accounted for and reported in another fund.

Special Revenue Funds: used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for a specific purpose other than debt service or capital projects.

Special Revenue	
Fund #	Name
101	Lodging Tax
105	Contingency
109	Drug Seizure

Debt Service Funds: used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest for governmental debt issues.

Debt Service	
Fund #	Name
2XX	Various Debt Service

Capital Project Funds: used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities or other capital assets.

Capital Project	
Fund #	Name
103	Residential Street
104	Bridges and Arterial Streets
301	Land Acquisition, Rec. and Prk Dev.
302	Urban Renewal
303	General Government Improvement
304	Fire Improvement
305	Public Safety Plan
306	City Facilities

Enterprise Funds: used to report any activity for which a fee is charged to external users for goods or services. Enterprise funds are required for any activity whose principal revenue sources meet any of the following criteria:

- Debt backed solely by the pledge of the net revenues from fees and charges
- Legal requirement to recover cost
- Policy decision to recover cost

Enterprise	
Fund #	Name
401	Water
402	Sewer
411	Golf Course
412	Surface Water

Internal Service Funds: used to report any activity that provides goods or services to other funds, departments or agencies of the government.

Internal Service	
Fund #	Name
501	Equipment Rental and Replacement
502	Self Insured Healthcare Plan
503	LEOFF I Retiree Self-Insured Healthcare Plan

Fiduciary Funds: used to account for assets held by a government in a trustee capacity or as an agent for individuals.

Fiduciary	
Fund #	Name
611	Firemen's Pension

Agency Funds: used to report resources held by the government in a purely custodial capacity (assets and liabilities).

Fiduciary	
Fund #	Name
640	Agency Fund

RELATIONSHIP BETWEEN FUNCTIONAL UNITS AND FUNDS

The following two tables show the relationship of departments to all funds in the City.

Department	GOVERNMENTAL FUNDS												
	General	Contingency	Hotel / Motel	Drug Seizure	Debt Service	Residential Street	Bridges & Arterial Streets	Land Acq., Rec, Park Dev	Urban Renewal	General Gov't Improve	Fire Improvements	Public Safety Plan	City Facilities
City Council	X												
Mayor's Office	X		X										
Administrative Services	X												
Finance	X	X			X								
City Attorney	X												
Parks & Recreation	X							X					
Community Dev.	X												
Municipal Court	X											X	
Police	X			X								X	
Fire	X										X	X	
Public Works	X					X	X	X	X	X			X

Department	PROPRIETARY FUNDS							
	Water	Sewer	Foster Golf Course	Surface Water	Equip Rental & Replace	Self-Insured Health Plan	LEOFF I Self-Ins Health Plan	Firemen's Pension
City Council						X		
Mayor's Office					X	X		
Administrative Services					X	X		
Finance					X	X		
City Attorney						X		
Parks & Recreation			X		X	X		
Community Dev.					X	X		
Municipal Court					X	X		
Police					X	X	X	
Fire					X	X	X	X
Public Works	X	X		X	X	X		

CITY STATISTICS

Date of Incorporation	June 23, 1908
Form of Government	Mayor-Council
Type of Government	Non-Charter, Optional Code City
Area	9.6 Square Miles
Population	21,630
Number of City Employees	339
Number of Tukwila Business Licenses	2,427
Number of Non-Resident Business Licenses	2,210
Total Direct Tax Rate	\$2.73416
Total Assessed Value	\$6,673,839,922
Fire Protection-- Number of Fire Personnel: Number of Stations: Number of Responses: Total Fire Loss:	65 4 5,800 (2016 projected) \$2.3 million (2016 projected)
Police Protection-- Number of Police Personnel:	91
Parks and Recreation-- 18 Public Developed Parks Playgrounds Maintained Trails Golf Courses	191 Acres 11 15 Miles 1
Street Miles:	188.2 Miles
Libraries-- Number of Libraries:	2

MAJOR EMPLOYERS IN TUKWILA

Tukwila's residents work in the City and commute to other nearby cities, including Seattle, and Bellevue. The City's economy is based on a variety of government, health care, commercial, and retail enterprises. The largest local employers are listed below:

CITY OF TUKWILA, WASHINGTON
SCHEDULE 17
PRINCIPAL EMPLOYERS
CURRENT YEAR AND NINE YEARS AGO

Name of Company/Employer	Product or Business	2019 Full & Part-Time Employment		Percentage of Total City Employees		2010 Full & Part-Time Employment		Percentage of Total City Employees	
			Rank		Rank		Rank		Rank
Boeing Company	Aircraft Manufacturing	1,278	1	3.65%	1	7,319	1	19.57%	1
Boeing Employee's Credit Union	Credit Union	1,150	2	3.29%	3	418	3	1.12%	3
Nordstrom	Family Clothing Store	559	3	1.60%	9	493	9	1.32%	9
The Housing Authority of the CNTY of King	Governmental	507	4	1.45%	4	-	-	0.00%	-
Costco Wholesale	Warehouse Club	412	5	1.18%	7	566	7	1.51%	7
Macy's West	Department Store	387	6	1.11%	8	532	8	1.42%	8
City of Tukwila	Municipality	366		1.05%	10	-	-	0.00%	-
Red Dot Corporation	Retail	338	7	0.97%		-	-	0.00%	-
Cascade Behavioral	Patient Care	281	8	0.80%		-	-	0.00%	-
Rainier Industries	Warehouse Club	247	9	0.71%	6	-	-	0.00%	-
Otis Elevator Co.	Emergency Transport Service	227	10	0.65%		-	-	0.00%	-
Continente Mills	Data Ctr/Lab/Pharmacy/Mfg.	206		0.59%	2	-	-	0.00%	-
BNSF	Railway	188		0.54%	5	-	-	0.00%	-
Sub-total - Major Employers		6,146				9,328			
All Other Employment		28,838				28,078			
TOTAL EMPLOYMENT		34,984				37,406			

Source:

Tukwila Finance Department - Business Licenses

CITY OF TUKWILA, WASHINGTON
SCHEDULE 9
PRINCIPAL PROPERTY TAXPAYERS
 CURRENT YEAR AND NINE YEARS AGO

Name	Type of Business	2019 Assessed Valuation	Percent of 2019 Total Assessed Value ^(a)	2010 Assessed Valuation	Percent of 2010 Total Assessed Value ^(b)
Boeing	Airplane company	\$ 588,854,306	8.01%	\$ 475,982,216	9.94%
WEA Southcenter LLC	Department Stores	345,696,269	4.70%	303,396,501	6.34%
Boeing Employees Credit Union	Credit Union	132,493,778	1.80%	41,707,218	0.87%
Sabey Corporation	Real Estate Development	126,213,700	1.72%	-	0.00%
Segale Properties	Commercial Properties	122,343,738	1.66%	-	0.00%
Prologis	Real Estate Development	104,427,000	1.42%	-	0.00%
KIR Tukwila	Commercial Properties	91,376,800	1.24%	80,284,983	1.68%
LIT Industrial Limited Partnership	Business Services	90,032,200	1.22%	-	0.00%
Washington Towers LP	Lodging	87,054,600	1.18%	-	0.00%
LIT Kent Valley	Business Services	74,017,700	1.01%	-	0.00%
Puget Sound Energy/Gas-Electric	Electric/Gas Utility	39,623,012	0.54%	24,196,815	0.51%
La Panta LP	Commercial Properties	-	0.00%	-	0.00%
Reef America Reit II Corporation	Commercial Properties	-	0.00%	69,955,400	1.46%
BCRP Riverview Plaza LLC	Commercial Properties	-	0.00%	26,154,200	0.55%
Sea-Tuk Warehouse LLC	Food Distribution	-	0.00%	34,871,500	0.73%
Sterling Realty Organization	Commercial Properties	-	0.00%	34,984,800	0.73%
Walton CWWA Eproperty Tax Incorporated (McElroy)	Investment Property	-	0.00%	62,809,300	1.31%
Federated Department Stores (Macy's)	Department Stores	-	0.00%	30,160,200	0.63%
TOTALS		\$ 1,802,133,103	24.51%	\$ 1,184,503,133	24.74%

*Notes:**(a) In 2018 the total assessed property value in the City of Tukwila was \$ 6,685,919,176.**(b) In 2009 the total assessed property value in the City of Tukwila was \$ 4,982,452,351.**Source:*

King County Department of Assessments

PROGRAMS BY DEPARTMENT

Department	Program	Tier	2020 Budget Allocation	2021 Budget Allocation	2022 Budget Allocation
Administrative Services	Council Agenda/Meeting Functions	Tier 1	108,783	113,832	117,118
Administrative Services	*Emergency Application Services	Tier 1	79,088	82,816	84,268
Administrative Services	Network Infrastructure Services	Tier 1	108,453	98,582	100,219
Administrative Services	*Accounts Payable/Budget Preparation	Tier 2	48,522	44,933	46,501
Administrative Services	*Civil Service Compliance	Tier 2	55,733	49,843	50,723
Administrative Services	*Emergency Preparedness/Response	Tier 2	6,248	6,491	6,592
Administrative Services	*Policy Development/Compliance	Tier 2	59,710	63,830	66,486
Administrative Services	*Recruitment	Tier 2	82,696	71,518	74,323
Administrative Services	Communications	Tier 2	263,310	237,918	254,329
Administrative Services	Community Engagement	Tier 2	70,772	66,999	88,896
Administrative Services	Equity	Tier 2	20,854	35,667	36,253
Administrative Services	Government Relations	Tier 2	27,432	27,122	27,558
Administrative Services	Housing	Tier 2	236,278	492,257	265,678
Administrative Services	Public Safety Plan	Tier 2	101,568	54,729	-
Administrative Services	Regional Collaboration	Tier 2	36,310	30,076	32,210
Administrative Services	School District	Tier 2	43,904	37,544	39,517
Administrative Services	Tukwila Works	Tier 2	10,626	-	450
Administrative Services	Intergenerational Center	Tier 2	-	39,879	50,872
Administrative Services	Ordinance, Resolution & TMC Development	Tier 2	70,314	73,482	75,187
Administrative Services	Legal/Public Notices	Tier 2	38,462	37,229	38,060
Administrative Services	Elections/Voter Registration/Intergovernmental Business Analysis: Integrations Support,	Tier 2	53,407	33,448	33,480
Administrative Services	Professional Services, Technical Consultation	Tier 2	75,395	80,569	81,918
Administrative Services	Business Application Services	Tier 2	118,520	118,320	119,868
Administrative Services	Business System Management and Support	Tier 2	180,248	138,336	141,020
Administrative Services	End-User Infrastructure Service	Tier 2	227,131	226,487	227,882
Administrative Services	GIS Services	Tier 2	201,402	159,222	159,991
Administrative Services	Justice Center	Tier 2	138,792	-	-
Administrative Services	Mobility Services	Tier 2	191,239	216,780	218,046
Administrative Services	Research & Development: New Technologies	Tier 2	131,208	135,873	138,156
Administrative Services	*Benefit Plan Management	Tier 3	55,906	55,229	57,595
Administrative Services	*Health & Safety	Tier 3	65,183	57,640	58,881
Administrative Services	*Labor Relations	Tier 3	147,969	147,504	154,306
Administrative Services	Classification/Compensation	Tier 3	90,135	88,541	92,439
Administrative Services	Food Insecurity	Tier 3	64,301	69,983	67,595
Administrative Services	HR General Administration	Tier 3	90,334	81,531	84,686
Administrative Services	Internal Communications	Tier 3	82,954	71,076	71,545
Administrative Services	Minor Home Repair	Tier 3	117,767	119,456	120,371
Administrative Services	Performance Management/Training	Tier 3	73,244	65,427	75,146
Administrative Services	Physical/Mental/Dental Well-Being	Tier 3	174,495	192,672	185,051
Administrative Services	Support for Independence	Tier 3	123,839	112,411	106,252
Administrative Services	Training	Tier 3	28,862	27,814	38,218
Administrative Services	Digital Records Center	Tier 3	134,917	126,598	129,499
Administrative Services	Public Records Requests	Tier 3	125,235	84,704	86,611
Administrative Services	Records Management	Tier 3	104,410	103,382	106,237
Administrative Services	City Clerk Division Administration	Tier 3	65,938	66,795	68,899
Administrative Services	Essential Public Services	Tier 3	50,793	50,350	52,535
Administrative Services	Office 365 Training	Tier 3	36,982	39,178	39,545
Administrative Services	Service Desk	Tier 3	133,472	84,261	85,655
Administrative Services	Tier1/Tier 2 Helpdesk	Tier 3	152,523	152,088	152,088

*Denotes a program mandated at the federal or state level

Department	Program	Tier	2020 Budget Allocation	2021 Budget Allocation	2022 Budget Allocation
Administrative Services	Traffic Camera Server Infrastructure	Tier 3	68,521	67,947	69,123
Administrative Services	Training (TIS Professional Development)	Tier 3	25,212	2,088	2,088
Administrative Services	Transition to Cloud	Tier 3	131,102	130,854	133,109
Administrative Services	Vendor Management	Tier 3	94,423	98,980	100,701
Administrative Services	Required Citywide Functions	Tier 4	114,402	114,176	115,384
Administrative Services	Office Equipment/Leases	Tier 4	856	-	-
City Council	*Budget Oversight	Tier 1	80,256	81,780	83,508
City Council	*Governmental Affairs and Appointments	Tier 1	92,579	84,013	85,586
City Council	*Legislative Oversight	Tier 1	198,485	129,902	132,131
City Council	Community Engagement and Events	Tier 2	66,705	67,924	69,306
Community Development	*Construction Permit Review and inspection	Tier 1	753,409	1,035,679	1,058,342
Community Development	*Comprehensive Plan Implementation	Tier 2	350,840	313,621	315,621
Community Development	*Current Planning	Tier 2	315,506	294,718	306,525
Community Development	*Regional Government Coordination	Tier 2	154,200	113,604	115,359
Community Development	*Transportation Demand Management	Tier 2	183,851	254,112	253,588
Community Development	Code Enforcement	Tier 2	274,961	296,876	306,375
Community Development	Planning Commission, Board of Architectural Review and Hearing Examiner	Tier 2	193,686	128,407	131,252
Community Development	Rental Housing	Tier 2	144,739	284,814	233,812
Community Development	*DCD Administration	Tier 3	325,506	326,278	332,927
Community Development	*Permit Intake and Coordination	Tier 3	370,625	484,809	503,838
Community Development	Abatement	Tier 3	89,342	34,715	35,354
Community Development	Customer Inquiries and Assistance	Tier 3	387,221	429,413	443,295
Community Development	Recycling	Tier 3	56,531	73,855	74,297
Finance	*Budget Preparation	Tier 2	143,213	123,789	127,814
Finance	*Emergency Preparedness	Tier 2	1,773	1,949	1,974
Finance	Administration/Communications/Team Building	Tier 2	77,097	70,424	74,634
Finance	Long-Range Financial Planning Model	Tier 2	33,826	23,990	24,598
Finance	Public Safety Plan	Tier 2	51,216	27,660	28,703
Finance	*Accounts Payable/Juror Payments/SCORE	Tier 3	188,300	230,353	235,130
Finance	*Capital Asset Accounting	Tier 3	49,600	28,708	29,326
Finance	*Cashiering/Treasury/Banking/Unclaimed Property	Tier 3	213,696	177,070	185,957
Finance	*Debt Management	Tier 3	54,438	67,073	68,009
Finance	*Financial Reporting & Analysis for Departments	Tier 3	67,061	152,683	156,479
Finance	*Financial Reporting/CAFR/Audit	Tier 3	229,105	277,236	284,275
Finance	*GL/Eden Administration	Tier 3	67,174	114,752	116,753
Finance	*Grant Accounting	Tier 3	72,809	46,216	47,970
Finance	*Insurance & Risk Management	Tier 3	775,811	713,668	753,859
Finance	*Payroll & Benefit Administration	Tier 3	203,803	415,803	426,129
Finance	Accounts Receivable/Misc. Billings/LID	Tier 3	55,324	80,247	81,186
Finance	Business License Administration	Tier 3	61,459	47,802	49,212
Finance	Sales & Other Taxes	Tier 3	96,838	118,767	121,478
Finance	Training & Development	Tier 3	27,197	24,918	25,641
Finance	Utility Billing	Tier 3	216,301	250,155	253,916
Finance	*Indirect Cost Allocation	Tier 4	19,620	16,143	16,594
Finance	Investment/Cash Management/Reporting	Tier 4	41,522	40,452	41,180
Fire	*Apparatus and Equipment Check	Tier 1	424,340	441,647	455,739
Fire	*Emergency Response - Fire & EMS	Tier 1	3,654,591	3,999,373	3,910,205
Fire	*Fire Prevention Plan Review & Inspection Duties	Tier 1	243,197	256,091	255,426
Fire	*Fleet and 3rd Party Maintenance & Testing	Tier 1	229,634	23,201	240,721
Fire	*Valley Communications & Emergency Radios	Tier 1	259,554	255,055	261,783

*Denotes a program mandated at the federal or state level

Department	Program	Tier	2020 Budget Allocation	2021 Budget Allocation	2022 Budget Allocation
Fire	*Administration	Tier 2	1,205,711	1,542,587	1,650,594
Fire	*Budgeting	Tier 2	97,129	108,108	111,208
Fire	*Emergency Management Administrative	Tier 2	144,106	-	-
Fire	*Emergency Management Planning	Tier 2	94,464	-	-
Fire	*Emergency Messaging	Tier 2	6,305	4,224	4,343
Fire	*Fire Prevention Investigation Duties	Tier 2	69,095	61,938	60,941
Fire	*Training received	Tier 2	948,818	906,665	932,857
Fire	Community Outreach/Education Emergency Management and Fire	Tier 2	172,996	115,238	118,327
Fire	Emergency Management Assistance Team	Tier 2	37,461	-	-
Fire	Fire Prevention Administrative	Tier 2	76,356	39,068	38,006
Fire	Pre-Fires	Tier 2	30,763	35,464	36,360
Fire	Professional Development	Tier 2	203,982	224,151	229,962
Fire	Recruiting & Hiring	Tier 2	39,275	36,958	37,862
Fire	*HazMat Team	Tier 3	10,734	12,485	12,835
Fire	*Health and Safety	Tier 3	768,329	811,990	838,049
Fire	*Logistics	Tier 3	249,106	273,246	281,670
Fire	*Logistics/Equipment Repair & Maintenance	Tier 3	1,012,130	770,194	781,399
Fire	*Personal Protective Equipment (PPE) - Fire Prevention & Inspections	Tier 3	126,333	151,054	155,651
Fire	*Personal Protective Equipment (PPE) - Suppression	Tier 3	171,376	207,071	213,204
Fire	*Public Records Requests	Tier 3	58,194	44,250	45,334
Fire	*Training Delivery	Tier 3	538,490	540,659	556,430
Fire	Deployments	Tier 3	208,146	109,427	109,712
Fire	Non-Emergency Response	Tier 3	783,958	804,598	832,896
Fire	Rescue Team, Water, Trench, Rope	Tier 3	47,783	33,915	34,143
Fire	Special Event Overtime	Tier 3	11,643	12,174	12,519
Fire	Custodial Services	Tier 4	233,954	237,394	243,966
Fire	Explorer Program	Tier 4	5,095	1,822	1,870
Fire	Facilities	Tier 4	123,690	123,593	125,148
Fire	Inter-Department Support	Tier 4	142,198	142,774	146,835
Fire	Public Services	Tier 4	25,671	17,323	17,687
Fire	Special Projects/Tasks	Tier 4	307,780	363,123	373,444
Mayor	*Council Legislative Support	Tier 1	69,727	67,798	68,975
Mayor	Citywide Strategic Goals	Tier 1	13,414	-	-
Mayor	Legislative Affairs Oversight	Tier 1	93,333	34,666	34,666
Mayor	Strategic Planning and Policy Implementation	Tier 1	113,229	106,682	108,406
Mayor	*Attorney Services	Tier 2	406,230	399,969	400,077
Mayor	*Budgeting/Purchasing	Tier 2	21,723	17,710	18,249
Mayor	*Intergovernmental Relations	Tier 2	100,449	103,701	105,319
Mayor	*Personnel	Tier 2	41,815	42,197	42,956
Mayor	*Prosecution Services	Tier 2	166,000	153,969	154,077
Mayor	*Public Defense Program	Tier 2	481,193	389,195	390,004
Mayor	Administration	Tier 2	8,342	23,250	23,637
Mayor	Business & Development Attraction and Retention	Tier 2	18,822	47,726	48,316
Mayor	Business Relationships and Satisfaction	Tier 2	13,414	35,308	35,780
Mayor	Community Representation	Tier 2	105,984	102,186	103,397
Mayor	Destination Development	Tier 2	18,216	-	-
Mayor	Public Safety Plan	Tier 2	37,078	-	-
Mayor	Resident Inquiries and Assistance	Tier 2	14,199	14,698	15,237
Mayor	Special Matters (Attorney Services)	Tier 2	128,500	90,500	90,500
Mayor	Tukwila International Blvd Revitalization	Tier 2	14,584	984	984

*Denotes a program mandated at the federal or state level

Department	Program	Tier	2020 Budget Allocation	2021 Budget Allocation	2022 Budget Allocation
Mayor	*Commute Trip Reduction/Green Initiatives	Tier 3	91,000	-	-
Mayor	Administration Accounts Payable	Tier 3	19,329	7,298	7,567
Mayor	Administration Essential Services	Tier 3	8,441	2,951	2,853
Mayor	Boards, Commissions and Committees	Tier 3	54,942	14,800	15,339
Mayor	City Policy Development	Tier 3	32,744	27,428	27,782
Mayor	Conferences/Training	Tier 3	37,957	25,650	26,221
Mayor	Economic Development Administration	Tier 3	17,626	-	-
Mayor	Internal Communications	Tier 3	48,812	49,495	50,523
Mayor	Marketing & Sales to Day Tourists	Tier 3	3,750	-	-
Mayor	Marketing & Sales to Overnight Tourists	Tier 3	3,750	-	-
Mayor	Meeting Coordination, Scheduling, Facilitation	Tier 3	59,068	58,375	59,963
Mayor	Organizational Development and Training	Tier 3	37,733	66,810	67,590
Mayor	Professional Services (Attorney Services)	Tier 3	10,000	1,000	1,000
Mayor	Regional Partnerships & Relationships	Tier 3	32,679	30,472	30,708
Mayor	Special Event Coordination	Tier 3	10,817	4,789	4,950
Mayor	*Records Retention, Management, Archiving, & Destruction	Tier 4	7,202	7,400	7,670
Mayor	City Property Development and Management	Tier 4	61,738	106,073	107,136
Mayor	City Scholarship	Tier 4	17,120	17,359	17,629
Mayor	Emerging Issues & Opportunities	Tier 4	22,591	35,304	35,659
Mayor	Employee Recognition Program	Tier 4	28,994	7,379	7,540
Mayor	Lodging Tax Applications Oversight & Support	Tier 4	3,750	-	-
Mayor	Special Presentations	Tier 4	11,411	11,005	11,366
Municipal Court	*Community Education and Outreach	Tier 2	15,124	16,891	17,041
Municipal Court	*Court Administration	Tier 2	118,768	133,728	138,876
Municipal Court	*Judicial Administration	Tier 2	20,864	24,283	24,215
Municipal Court	*LFO Recovery Programs	Tier 2	20,432	34,286	35,487
Municipal Court	*Adjudication - General Offenses & Traffic	Tier 3	24,236	29,115	29,419
Municipal Court	*Administrative and Logistical Support for Judges	Tier 3	81,807	91,380	93,596
Municipal Court	Commissions/Associations/Boards/Committees	Tier 3	34,028	38,035	39,363
Municipal Court	*Compliance Monitoring	Tier 3	56,041	67,505	69,785
Municipal Court	*Court Financial Operations	Tier 3	26,594	20,437	21,173
Municipal Court	*Court Required Educational Programs	Tier 3	25,331	27,638	28,182
Municipal Court	*Law Related Education	Tier 3	136,764	133,193	135,958
Municipal Court	*Maintenance of Court Records	Tier 3	27,906	30,913	32,585
Municipal Court	*Non-Compliance Case Processing (Admin)	Tier 3	820	-	472
Municipal Court	*Policy & Procedures, & Program Management	Tier 3	17,689	19,654	20,641
Municipal Court	*Technical Support - Court Case Mgmt Systems	Tier 3	21,902	-	-
Municipal Court	*Retention/Appeals Management/Mental Health	Tier 4	11,881	-	-
Municipal Court	*Account Reconciliation and Auditing	Tier 4	21,989	11,247	11,812
Municipal Court	*Assessment of Court Costs/Fines/Restitution	Tier 4	9,273	10,661	10,631
Municipal Court	*Bail Bonds	Tier 4	11,881	-	-
Municipal Court	*Case Preparation	Tier 4	50,516	42,745	44,625
Municipal Court	*Citations/Fines and Fees	Tier 4	8,936	12,173	12,524
Municipal Court	*Collections	Tier 4	12,910	5,714	5,914
Municipal Court	Collections/Write-offs/Maint. of Inactive Cases	Tier 4	26,367	2,911	2,974
Municipal Court	*Community Service	Tier 4	3,405	-	-
Municipal Court	*Community Service	Tier 4	18,190	24,254	24,857
Municipal Court	*Community Work Alternative	Tier 4	20,508	21,500	21,894
Municipal Court	*Conflict Counsel - Indigent Defendants	Tier 4	8,374	9,214	9,385
Municipal Court	*Court Hearings	Tier 4	98,754	114,072	113,753

*Denotes a program mandated at the federal or state level

Department	Program	Tier	2020 Budget Allocation	2021 Budget Allocation	2022 Budget Allocation
Municipal Court	*Court Interpreter Management	Tier 4	27,655	32,295	33,046
Municipal Court	*Customer Assistance & Payment Processing	Tier 4	56,522	61,854	63,812
Municipal Court	*Customer Service	Tier 4	24,835	360	356
Municipal Court	*Data Input	Tier 4	8,936	12,173	12,524
Municipal Court	*Day Reporting	Tier 4	8,993	9,258	9,459
Municipal Court	*Formal & Monitored Probation Supervision	Tier 4	49,017	55,141	56,167
Municipal Court	*Jury Manager/Management	Tier 4	8,545	2,911	2,974
Municipal Court	*Non-Compliance Case Processing (Probation)	Tier 4	25,536	27,662	28,205
Municipal Court	*Pre-Sentence Investigations	Tier 4	16,339	18,380	18,722
Municipal Court	*Public Defender Screening	Tier 4	8,993	9,258	9,459
Municipal Court	*Public Record Act/Subpoena Responses	Tier 4	28,368	35,746	37,064
Municipal Court	*Video Conference Facilitation	Tier 4	13,022	14,557	14,871
Municipal Court	*Warrants	Tier 4	44,907	13,741	13,703
Municipal Court	Mail Processing	Tier 4	13,628	2,410	2,394
Municipal Court	Scanning	Tier 4	59,581	55,595	55,870
Park Maintenance	Administration	Tier 2	213,775	87,000	88,000
Park Maintenance	Parks	Tier 2	1,133,351	1,112,575	1,148,190
Park Maintenance	Planning & Development	Tier 2	132,507	132,000	133,000
Park Maintenance	Boards & Commissions	Tier 3	8,834	12,630	12,630
Park Maintenance	Facility	Tier 3	102,270	102,000	104,000
Park Maintenance	Organizational Support & Development	Tier 3	26,501	40,000	41,000
Park Maintenance	Strategic Support	Tier 3	8,834	10,000	10,000
Police	*Department Training Program	Tier 1	454,918	389,418	402,308
Police	*Evidence & Property Management	Tier 1	214,791	340,412	349,044
Police	*Felony and Sexual Crimes Unit (MCU)	Tier 1	2,369,808	2,079,530	2,146,177
Police	*Front Office & Records Management	Tier 1	1,280,999	1,153,025	1,218,894
Police	*Police Patrol Services	Tier 1	6,204,936	6,291,710	6,537,316
Police	*Traffic Enforcement & Crash Investigation Team	Tier 1	823,707	912,188	981,318
Police	Dispatching Services	Tier 1	1,212,591	1,201,899	1,230,951
Police	*Detention and Incarceration Services	Tier 2	1,772,842	1,292,650	1,301,516
Police	*Mutual Aid & Large Scale Incident (Response & Planning)	Tier 2	86,534	-	-
Police	*PD Budget/Finance	Tier 2	142,397	157,550	164,226
Police	*Police Management and Administration	Tier 2	1,065,335	1,042,300	1,028,878
Police	*Recruiting & Hiring (pre-employment)	Tier 2	118,172	132,809	135,891
Police	Civil Disturbance Unit	Tier 2	58,795	105,986	109,974
Police	Community Policing Team	Tier 2	1,186,965	991,823	1,029,240
Police	Contracted Off-Duty Security	Tier 2	174,956	154,768	153,010
Police	Critical Incidents and SWAT (SWAT & Negotiations)	Tier 2	225,027	298,541	309,409
Police	Narcotics & Street Crimes Team (TAC)	Tier 2	846,637	696,058	717,698
Police	Police Camera Program (Vehicle & Body Worn)	Tier 2	51,000	79,110	81,024
Police	Professional Standards	Tier 2	212,755	299,770	307,818
Police	Public and Community Relations	Tier 2	197,157	104,075	107,597
Police	School Resource Officer	Tier 2	298,293	-	-
Police	VNET (Valley Narcotics Enforcement Team)	Tier 2	136,752	155,611	161,667
Police	Emergency Management	Tier 2	-	200,618	210,053
Police	*PD Quartermaster	Tier 3	90,000	64,014	65,360
Police	Animal Control	Tier 3	131,250	137,800	144,700
Police	Auto Theft Task Force	Tier 3	145,318	-	-
Police	Police K9 Program (Sniffing & Tracking)	Tier 3	163,863	5,000	5,000
Police	Traffic Safety Cameras	Tier 3	37,118	-	-

*Denotes a program mandated at the federal or state level

Department	Program	Tier	2020 Budget Allocation	2021 Budget Allocation	2022 Budget Allocation
Police	PD Fitness Initiative	Tier 4	13,000	-	-
Public Works	*Permits	Tier 1	582,705	61,120	63,042
Public Works	*Emergency Preparedness	Tier 2	28,471	38,009	39,010
Public Works	CIP/Budget Administration	Tier 2	582,106	371,528	388,875
Public Works	Cleaning Park Restrooms	Tier 2	52,119	53,655	56,485
Public Works	Code Enforcement/Police Bldg Support	Tier 2	16,450	22,911	23,774
Public Works	General PW Administration	Tier 2	222,369	374,696	373,015
Public Works	PW Contracts/Claims/Invoices	Tier 2	329,143	413,142	431,932
Public Works	Regional Partnerships	Tier 2	106,522	109,012	111,764
Public Works	TCC Rental Setup/Breakdown/Damage	Tier 2	84,977	89,195	94,192
Public Works	City Clerk Record Center	Tier 3	100,000	109,417	110,189
Public Works	Facility Improvements	Tier 3	526,479	549,125	565,994
Public Works	Customer Service Response	Tier 3	115,140	166,030	173,098
Public Works	Utilities/Alarm/Insurance/PMs	Tier 3	641,266	680,168	716,065
Public Works	Council Chamber Setup	Tier 4	28,750	29,594	31,044
Public Works	Facility Cleaning/Custodians	Tier 4	611,361	553,541	574,403
Recreation	Administration	Tier 2	458,804	344,135	401,041
Recreation	Facility Rentals	Tier 2	236,662	188,875	191,897
Recreation	Organizational Support & Development	Tier 2	189,244	232,828	249,403
Recreation	Intergenerational Center	Tier 2	-	186,457	125,191
Recreation	Boards & Commissions	Tier 3	17,651	51,568	52,028
Recreation	Events	Tier 3	280,015	54,500	55,372
Recreation	Green Tukwila	Tier 3	34,300	40,000	40,640
Recreation	Planning & Development	Tier 3	151,788	201,074	204,291
Recreation	Preschool	Tier 3	106,547	70,300	71,425
Recreation	Senior Services & Programs	Tier 3	234,719	158,752	161,292
Recreation	Strategic Support	Tier 3	253,379	301,179	317,034
Recreation	Teen	Tier 3	221,884	187,710	190,713
Recreation	Volunteer Services	Tier 3	57,143	15,000	15,240
Recreation	Wellness & Enrichment	Tier 3	274,908	197,615	200,777
Recreation	Youth	Tier 3	429,882	342,090	349,921
Recreation	Youth Free Services	Tier 3	87,662	35,200	35,763
Recreation	Front Desk	Tier 4	220,761	157,055	159,568
Street Maintenance	*Traffic Control Devices	Tier 2	302,539	191,511	193,619
Street Maintenance	Minor Structural Repair	Tier 2	47,553	31,777	32,744
Street Maintenance	Sidewalks	Tier 2	48,437	43,533	44,965
Street Maintenance	Snow & Ice Control	Tier 2	80,885	67,346	69,043
Street Maintenance	Street Cleaning	Tier 2	209,060	145,521	149,194
Street Maintenance	Street Lighting	Tier 2	107,388	129,368	131,167
Street Maintenance	Transportation	Tier 2	247,946	190,528	195,884
Street Maintenance	Video & Fiber	Tier 2	62,072	60,611	61,273
Street Maintenance	Customer Service and Response	Tier 3	153,939	134,922	138,867
Street Maintenance	Road & Street Admin	Tier 3	391,082	360,298	354,969
Street Maintenance	Streets Administration	Tier 3	47,797	48,208	49,145
Street Maintenance	Streetscapes/Median landscaping	Tier 3	136,752	105,009	108,737
Street Maintenance	Tukwila Int'l Blvd Bus Stop/Streetscape	Tier 3	197,263	206,512	213,202
Street Maintenance	Utilities/Surface Water	Tier 3	1,216,000	1,248,038	1,294,492

*Denotes a program mandated at the federal or state level

Fund	Program			2021 Budget Allocation	2022 Budget Allocation
Foster Golf Course	Course Set up and Maintenance			383,000	394,000
Foster Golf Course	Irrigation			58,000	60,000
Foster Golf Course	Fleet Maintenance			184,000	186,000
Foster Golf Course	Carts			135,000	99,000
Foster Golf Course	Golf Shop Operations			424,081	439,127
Foster Golf Course	Golf Shop Administration			128,000	131,000
Foster Golf Course	Golf Maintenance Administration			275,000	277,000
Foster Golf Course	Capital Improvements			50,000	50,000
Foster Golf Course	Indirect Cost Allocation			206,798	208,866
Water	Reservoir/Water Supply Station/Pressure			3,518,578	3,722,658
Water	Capital Improvement Projects			1,988,304	2,883,485
Water	Administration			2,082,475	2,177,128
Water	Meter Reading and Maintenance			295,581	223,475
Water	Water Mains/Service Lines			222,855	226,286
Water	Fire Hydrants			185,142	188,114
Water	Water Quality/Backflow Prevention			160,938	164,326
Water	GIS			101,371	103,857
Sewer	Administration			7,426,411	7,700,161
Sewer	Capital Improvement Projects			3,725,724	3,493,923
Sewer	Pump Station Monitoring/Maintenance			255,106	258,313
Sewer	Cleaning, Jetting, Flushing, Inspecting Sewer			149,192	151,881
Sewer	Sewer Main/Service Lines			139,433	141,159
Sewer	GIS			55,431	56,388
Surface Water	Capital Improvement Program			5,080,380	7,940,965
Surface Water	Administration			2,156,267	2,146,151
Surface Water	NPDES			434,765	444,408
Surface Water	Manholes/Catchbasins			280,989	290,734
Surface Water	Surface Water Mains			222,376	232,157
Surface Water	Outfalls, Flap Gates, and Trash racks			205,920	212,326
Surface Water	GIS			179,864	185,692
Surface Water	Ditches, Ponds, Bioswale			141,098	143,193
Surface Water	Pump Station Monitoring/Maintenance			59,821	59,922
Equipment Rental & Replacement	Preventative Maintenance			373,220	384,591
Equipment Rental & Replacement	Repairs			581,923	612,445
Equipment Rental & Replacement	Inventory/Surplus			27,541	27,750
Equipment Rental & Replacement	Capital Purchases/Supplies			896,817	270,690
Equipment Rental & Replacement	Fuel			350,000	350,000
Equipment Rental & Replacement	Insurance			99,000	108,900
Equipment Rental & Replacement	Fleet Administration			497,568	476,982

2021 is the first year the Enterprise Funds have allocated resources to programs.

GLOSSARY OF TERMS

ACCOUNT. A classification established for the purpose of recording revenues and expenditures.

ACCOUNTING SYSTEM. The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

ACCRUAL BASIS. The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events, and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

ANNUAL BUDGET. A budget applicable to a single fiscal year.

APPROPRIATED BUDGET. The expenditure authority created by the appropriation bills or ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

APPROPRIATION. A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

ASSESSED VALUATION. A valuation set upon real estate or other property by a government as a basis for levying taxes.

BALANCED BUDGET. A budget with revenues equal to expenditures. Total Revenues are equal to or greater than Total Expenses.

BARS. Budgeting, Accounting & Reporting System. Refers to the accounting rules established by the Washington State Auditor's Office, including a prescribed chart of accounts.

BASIS OF ACCOUNTING. A term used in reference to when revenues, expenditures, expenses and transfers-and the related assets and liabilities-are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the accrual method for proprietary funds or modified accrual method for governmental funds.

BENEFITS. Costs paid by the City on behalf of its employees. Examples include: medical and dental insurance, retirement, deferred compensation, life insurance and worker's compensation.

BIENNIAL BUDGET. A budget applicable to a two-year period.

BUDGET. A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

BUDGET AMENDMENT. The method used to make revisions to the adopted budget. Adjustments are made through an ordinance approved by the City Council.

BUDGET CALENDAR. The schedule of events that need to occur and the date or period of time for each to occur in the preparation, review and adoption of a budget.

BUDGET DOCUMENT. The instrument used to present a comprehensive financial program to the appropriating governing body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the past years' actual revenues, expenditures and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue and borrowing measures necessary to put the budget into effect.

BUDGET MESSAGE. A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's actual financial experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

BUDGETARY CONTROL. The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

CAPITAL ASSETS. Long term assets such as land, improvements to land, easements, buildings and related improvements, vehicles, machinery and equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. *See also Fixed Assets.*

CAPITAL EXPENDITURES. Expenditures of current financial resources for constructing or purchasing capital assets. Under the modified accrual basis of accounting these acquired assets appear as expenditures in the fund statements, however under the current reporting model these acquired assets are recognized as assets in the basic financial statements.

CAPITAL IMPROVEMENT PROGRAM. A program for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

CAPITAL PROJECTS FUND. A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities.

CAPITALIZATION THRESHOLD. Dollar value at which a government elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. The City's capitalization threshold is established at a cost of \$5,000.00, or greater.

CONTINGENCY FUND. An account set aside for emergencies or other unanticipated needs not otherwise included as part of the budget.

DEBT. An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

DEBT SERVICE FUND. A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DELINQUENT TAXES. Taxes remaining unpaid on and after the date to which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid or converted into tax liens.

EXPENDITURES. Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlement and shared revenues.

FISCAL YEAR. A 12 -month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

FIXED ASSETS. Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, improvements other than buildings and land. *See also Capital Assets.*

FULL-TIME EQUIVALENT (FTE). An employment indicator that translates the total number of hours worked in a year by all employees, including part-time workers, to an equivalent number of work years. For example, one FTE equals 2,080 hours and .75 FTE equals 1,560 hours.

FUND. A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, and related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

FUND BALANCE. The difference between assets and liabilities reported in a governmental fund. Fund balances are either designated to a particular purpose or undesignated as to the remaining un-appropriated balance of the fund after accounting for the designated funds.

GENERAL FUND. The fund used to account for all financial resources, except those required to be accounted for in another fund.

GENERAL LONG TERM DEBT. Long term debt expected to be repaid from governmental funds.

GENERAL OBLIGATION BONDS. Bonds that are secured by the local government's full faith and credit to use legally available resources, including tax revenues to repay bond holders.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). Uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Government Accounting Standards Board.

GOVERNMENTAL FUNDS. Funds generally used to account for tax supported activities. There are five different types of governmental funds, of which the city uses four of these. The general fund, is the main operating fund of the city. The special revenue funds, are used to account for proceeds from specific sources to be used for legally restricted purposes, but normally not for major capital projects. The debt service funds, which are for the accumulation of resources to pay principle and interest on the City's general long term debt. The capital project funds, which are used for the acquisition or construction of major capital facilities.

LEGAL LEVEL OF BUDGETARY CONTROL. The level at which spending in excess of budgeted amounts would be a violation of law. The legal level of budgetary control is at the fund level.

LEVEL OF BUDGETARY CONTROL. One of the three possible levels of budgetary control and authority to which organizations, programs, activities and functions may be subject. These levels of budgetary control are (a) appropriated budget, (b) legally authorized non-appropriated budget process or (c) non-budgeted financial activities, which are not subject to the appropriated budget and the appropriation process or to any legally authorized non-appropriated budget review and approval process, but still are relevant for sound financial management and oversight.

LEVY. (1) (Verb) To impose taxes, special assessments or service charges for the support of government activities. (2) (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

MODIFIED ACCRUAL BASIS. The basis of accounting associated with the governmental fund-type measurement focus. Under it, revenues and other financial resources are recognized when they become susceptible to accrual, that is when they become both "measurable" and "available" to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred except for inventories of materials and supplies that may be considered expenditures either when purchased or when used. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

OBJECT DESCRIPTION. The classification of expenditures on the basis of categories called line-items or objects-of-expenditure (e.g., 10-Salaries & Wages, 20-Personnel Benefits, 40-Other Services & Charges, 60-Capital Outlay, etc.) and within each category more detailed line-items (e.g., salaries, travel, telephone expense, etc.).

OPERATING BUDGET. Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even when not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

OPERATING TRANSFERS. All interfund transfers other than residual equity transfers (e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

PROGRAM BUDGET. A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class.

PROPRIETARY FUND TYPES. Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position.

REVENUES. (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers in are classified as "other financing sources" rather than as revenues. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Also, operating transfers in are classified separately from revenues.

SPECIAL ASSESSMENTS. A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND. A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes. GAAP only require the use of special revenue funds when legally mandated.

TAXES. Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges (e.g., sewer service charges).

TAX LEVY ORDINANCE. An ordinance through which taxes are levied.

TAX RATE. The amount of tax stated in terms of a unit of the tax base (e.g., specified amount per \$1,000 of assessed valuation of taxable property).

TAX RATE LIMIT. The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose or to taxes imposed for all purposes, and may apply to a single government or to a class of governments operating in a particular area. Overall tax-rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

LIST OF ACRONYMS AND ABBREVIATIONS

AWC- Association of Washington Cities
CBD – Central Business District
CCS – Catholic Community Services
CDBG – Community Development Block Grant
CIP – Capital Improvement Program
CMAQ – Congestion Mitigation and air Quality Improvement
COLA – Cost of Living Adjustment
DUI/DWI – Driving Under the Influence /Driving While Intoxicated
DWLS – Driving While License Suspended
SKCEDI – Southwest King County Economic Development Initiative
EIS – Environmental Impact Statement
FEMA – Federal Emergency Management Agency
FEMA CERT – Federal Emergency Mgmt. Agency, Community Emergency Response Team
FTE – Full Time Equivalent
GAAP – Generally Accepted Accounting Principles
GASB – Governmental Accounting Standards Board
GFOA – Government Finance Officers Association
GIS – Geographic Information System
HUD – Housing and Urban Development, United States Department of
KCHA – King County Housing Authority
LID – Local Improvement District
MVET – Motor Vehicle Excise Tax
NLC – National League of Cities
NPDES – National Pollutant Discharge Elimination System
PBB – Priority-Based Budgeting
PSRC – Puget Sound Regional Council
PWTFL – Public Works Trust Fund Loan
REET – Real Estate Excise Tax
RMG – Research Management Grant
ROW – Right Of Way
SCA – Suburban Cities Association
SEPA – State Environmental Policy Act
SSRTA – Seattle Southside Regional Tourism Authority
SWKCC – Southwest King County Chamber of Commerce
SWM – Surface Water Management
TDM – Transportation Demand Management
TIB – Tukwila International Boulevard
TOD – Transit Oriented Development
VAL VUE – Valley View Sewer District
WCIA – Washington Cities Insurance Authority
WD 111 – Water District #111
WRIA – Water Resource Inventory Area (Watershed Management Project)
WSDOT – Washington State Department of Transportation



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