

CITY OF FIFE



2013-14 BUDGET



Reader's Guide and Comprehensive Table of Contents

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Section I: Introduction

**Section I:
Introduction**

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Section I: Introduction
About the City

About the City

With majestic Mount Rainier as its backdrop, the City of Fife is the Northern gateway to Pierce County, Washington. Incorporated as a City in 1957, Fife is named after William J. Fife, a prominent Tacoma lawyer. Fife is known for its high-end retail auto and RV dealerships, and a thriving warehouse, distribution, manufacturing and transportation district. Once a small farming town, Fife has grown into a hub of community, industry, and retail opportunities. The City continues to foster new residential neighborhoods and has a population of 9,235. Conveniently located between Seattle-Tacoma International Airport and the Port of Tacoma, the City covers roughly 5.7 square miles of land between the Puyallup River and Puget Sound. A wonderful city to call home, with numerous established and proposed single-family and multi-family developments, Fife maintains a quiet neighborhood feel. There are seven parks to enjoy, with amenities that include an off-leash dog area, ponds, walking and biking trails, and ball fields and sports courts. An award-winning school district, specialty outlet shopping, free year-round special events, and miles of parks and trails add to Fife's distinction! The City provides a full range of municipal services, with Fire District No.10 providing fire and emergency medical services. The City of Fife employs over 125 people in seven departments, and has a total city budget of approximately \$114M. Operating under the Council/Manager form of government, the elected seven member City Council appoints the City Manager, who serves as the Chief Administrative Officer for the City.



Section I: Introduction

About the City

The Union Pacific Railroad Company owns approximately 400 acres of land, acquired from the Port of Tacoma, which is zoned for industry. Approximately 240 acres is used in switch yard operations, the other 160 acres are for industrial development. Praxair acquired approximately 15 acres and operates a \$14 million plant. Trans-Pacific Development, Inc. has developed a 180-acre warehousing facility and a multi-stories office building.

Economy

Located along Interstate-5 with close proximity to Sea-Tac International Airport and the nearby Port of Tacoma, the City of Fife is a center of industry and commerce in the Puget Sound region.

Three large business centers are located in the City. The Fife Business Park includes 292,000 square feet of building space on 23 acres with 100 tenants and an estimated combined total of 550 employees. Fife Landing and Fife Commerce Center house a variety of manufacturing and warehousing businesses.



Gensco, Inc. operates a manufacturing wholesale distribution facility for heating ventilation and air conditioning equipment within the city. Other large manufacturers include Milgard (windows and doors), Prologix, Praxair, Emily's, Mission Foods and Mega Brands America Inc.

Many vehicle dealerships are located in the City. Recent investments by the automotive sectors include a new Cadillac-Saab dealership and the addition of three new buildings for Porsche, Audi and Mercedes-Benz showrooms and service departments totaling 73,000 square feet.



Other notable businesses include the Emerald Queen Hotel and Casino operated by the Puyallup Tribe. The hotel has 140 rooms and meeting/event facilities. The casino features 33,000 square feet of gaming space. Brown and Haley, a candy manufacturing business that celebrated 100 years of operation in 2012, has a warehouse and retail outlet in the City of Fife.

Section I: Introduction
City Council

City Council



Member	Position	Took Office	Term Expires
<i>Richard Godwin</i>	1	Jan 2004	Dec 2015
<i>Timothy Curtis</i>	2	Jan 2012	Dec 2015
<i>Glenn Hull</i>	3	Feb 2008	Dec 2013
<i>Pat Hulcey</i>	4	May 2010	Dec 2015
<i>Rob Cerqui</i>	5	Jan 2004	Dec 2015
<i>Dee-Dee Dukes-Gethers</i>	6	Nov 2011	Dec 2013
<i>Lew Wolfrom</i>	7	Dec 2011	Dec 2013

Section I: Introduction

City Council

Mission Statement

The City of Fife shall maintain and enhance the quality of life for its constituents and bring to the Fife Community better things for better living through excellence in public service by commitment to the following ideals:

- Maintain an open, responsive government to keep the public informed.
- Promote a positive image of the City of Fife.
- Continue to provide safety and security to the citizens.
- Protect and improve its land base and infrastructure through balanced planning and development.
- Assure responsible management of the City's resources.
- Seek "excellence" in all endeavors and cherish the trust of constituents.

Section I: Introduction
Administrative Staff

Administrative Staff

City Manager, Dave Zabell
Finance Director/Treasurer, David DeGroot
Chief of Police, Brad Blackburn
City Clerk, Carol Etgen
Public Works Director, Russ Blount
Parks, Recreation & Community Services Director, Kurt Reuter
Community Development Director, David Osaki
Municipal Judge, Kevin Ringus
City Attorney, Loren Combs, VSI Law Group

Section I: Introduction
Boards, Commissions & Committees

Boards, Commissions & Committees

Civil Service Commission

The Civil Service Commission was created to exercise the powers and to perform the duties in connection with the selection, appointment and employment of employees of the Fife Police Department.

Member	Position	Took Office	Term Expires
Bob Thornhill	Chairman	Jan 2009	Dec 2012
Kory Edwards	Member	Jan 2006	Dec 2012
Jay Marks	Member	Jan 2005	Dec 2017

Lodging Tax Advisory Committee

The Lodging Tax Advisory Committee (LTAC) was established to advise the City Council on use of City lodging tax revenue for tourism promotion or tourism facility purposes.

Member	Position	Took Office	Annual Review
Rob Cerqui, Chair	Councilmember	Sep 2006	November
Darshan (Shawn) Randhawa	Lodging	Sep 2006	November
Debbie Dymarkowski	Lodging	Sep 2006	November
Mark Horace	Lodging	Jan 2011	November
Aaron Williams	Tourism	Jan 2010	November
Molly Wilmoth	Tourism	Dec 2012	November
Bennish Brown	Tourism	Dec 2012	November

Parks, Recreation & Community Services Citizen Advisory Board

The PRCS Board is an advisory body tasked with providing the City Council recommendations regarding parks and recreation services within the community.

Member	Position	Took Office	Term Expires
Jay Marks	1	Jan 2012	Dec 2014
Chuck McDonald	2	Jan 2008	Dec 2014
Nancy de Booy	3	Jan 2012	Dec 2014
Libby Quesada	4	Jan 2013	Dec 2015
Brian Brozovic	5	Jan 2013	Dec 2015
Cody Geddes	6	Jan 2010	Dec 2013
John Fietz	7	Jan 2008	Dec 2013

Section I: Introduction
Boards, Commissions & Committees

Planning Commission

The Planning Commission serves as an advisory board to the City Council evaluating and making recommendations on the Comprehensive Land Use Plan and its various elements, along with any amendments. The Planning Commission makes recommendations for certain permits within the City to include but not limited to Shoreline Substantial Development Permits and Critical Areas Permits. The Planning Commission also reviews and approves Comprehensive Sign Designs.

Member	Position	Took Office	Term Expires
Philip Waldner	1	Aug 2012	Dec 2016
Spence Braden	2	Jan 2010	Dec 2016
Doug Fagundes	3	Jan 2009	Dec 2014
Jeffrey Brown	4	Mar 2006	Dec 2013
Tamra Lemoncelli	5	Mar 2011	Dec 2014
Lamar Bond, Sr.	6	Mar 2011	Dec 2013
Kory Edwards	7	Dec 2011	Dec 2013

Public Arts Commission

The City of Fife established the Public Arts Commission in 2011. The mission of the Fife Public Arts Commission is to identify and actively encourage the development and sustainability of the arts in the City by serving as the City's primary resource in matters of public art and culture.

Member	Position	Took Office	Term Expires
Jeanne Howe	Resident	Jul 2011	Dec 2015
Danielle Twichell	Student	Jul 2011	Dec 2015
Stelian Paraschiv	Chamber	Jul 2011	Dec 2015
Linda Boitano	Resident	Jul 2011	Dec 2013
Mizu Sugimura	Resident	Jul 2011	Dec 2013
Bob Thornhill	Resident	Jul 2011	Dec 2013
Kendra Danielson	Art Educator	Jul 2011	Dec 2014
Anette Cree	Resident	Jul 2011	Dec 2014
Gaven Cole	Resident	July 2012	Dec 2015

Section I: Introduction
Boards, Commissions & Committees

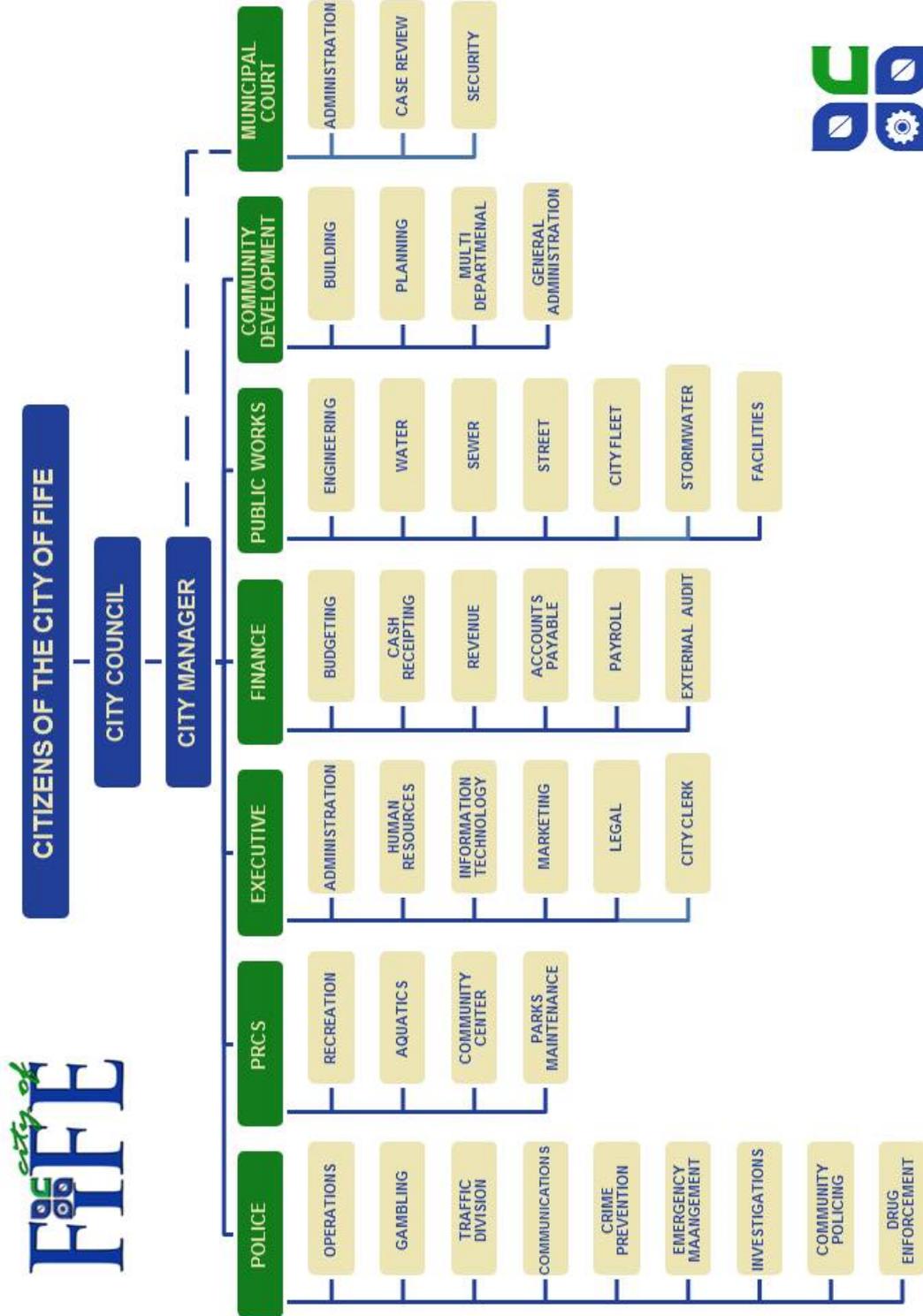
Tree Commission

The Tree Commission meets quarterly each year. The Commission is tasked with evaluation, education and landscaping of trees within the City of Fife in the interest of promoting the health and enhancement of the urban forest resource as an element to the quality of life for its citizens and as a benefit to the environment.

Member	Position	Took Office	Term Expires
John Fietz	1	Jan 2009	Dec 2013
Chuck McDonald	2	Jan 2009	Dec 2013
Cody Geddes	3	Jan 2010	Dec 2014
Vacant	4	-	Dec 2015
Vacant	5	-	Dec 2015
Pat Coddington	6	Jan 2009	Dec 2014
Carole Sue Braaten	7	Jan 2013	Dec 2014

Section I: Introduction
Organizational Chart

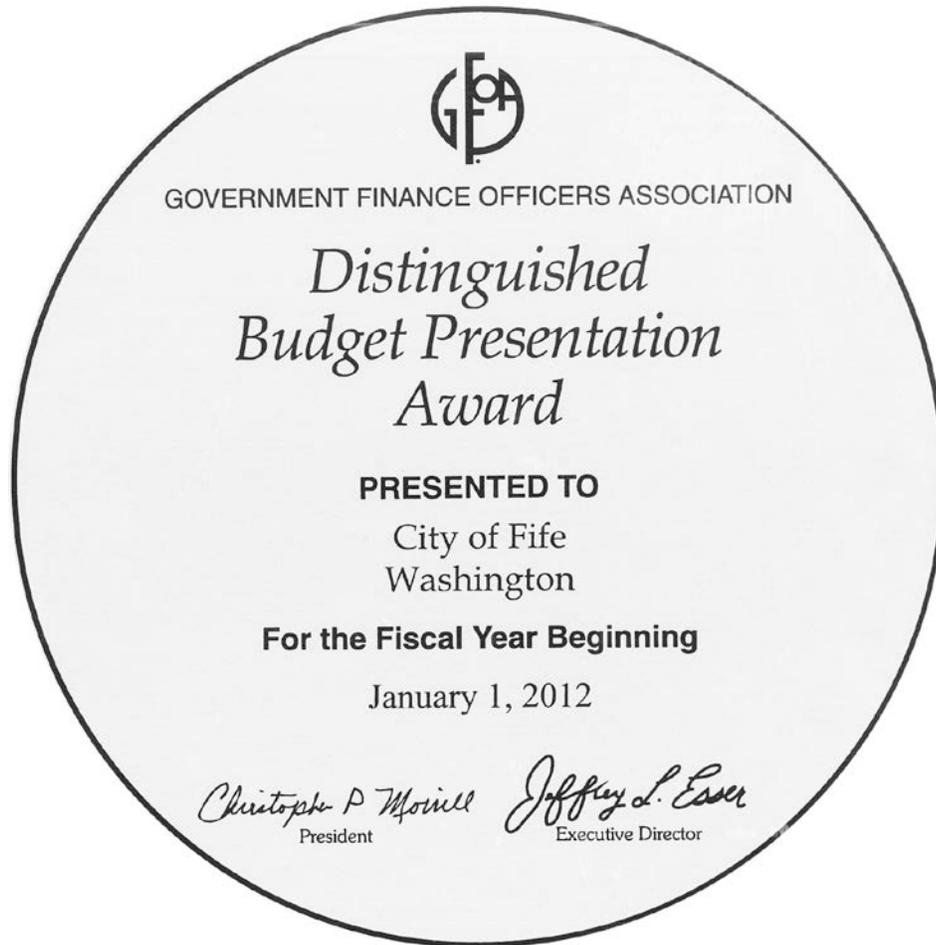
Organizational Chart



Section I: Introduction



Section I: Introduction
Budget Presentation Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Fife for its annual budget for the fiscal year beginning January 1, 2012. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. We believe this budget continues to conform to program requirements, and we will submit the final 2013/2014 Budget to GFOA to determine its eligibility for another award.

Section II: Processes, Policies & Summaries

**Section II:
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Section II: Processes, Policies & Summaries
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Section II: Processes, Policies & Summaries

City Manager's Budget Message

City Manager's Budget Message

Honorable Mayor and City Council, Fife residents, business owners and operators, and other interested parties:

I am pleased to submit to you the City of Fife 2013/2014 Biennial Budget, as adopted on November 20, 2012. This is the first biennial budget of the City. The biennial budget process, authorized by the City Council in early 2012, allows for a more strategic look forward with regard to budgeting and frees up Council to focus on long range issues. This budget was developed in support of the City Council Goals, current and projected service and infrastructure needs, and reflective of current and projected economic conditions impacting the City.

The transition from an annual to a biennial budget was in itself challenging; the continued vagaries of the economy made it more so. The City Council is due important credit and thanks for the difficult policy choices they were required to make in development of this budget. Recognition also needs to be provided to the City staff members, who have worked collaboratively to produce this document and all that went into its development. The City's Executive Leadership Team and staff answered the call and worked well as a team in developing this budget in a manner consistent with City Council goals and policy direction. Developing a plan that meets the City Council goals regarding level of service in the current economic environment took innovation, discipline, efficiency, and commitment. The City Council's attention to this important policy matter - their focus, thoughtful approach, collaboration, and direction - allowed for the best possible solutions to come forward and served to ensure that the biennial budget is properly aligned and that the City is positioned for long term sustainability.

The adopted budget presents a two-year plan for allocating public resources toward a variety of programs which serve to promote the physical security of our community, enhance the quality of life of our residents, support our businesses, and promote public investment in our community in the form of capital improvements and strategic planning. Development of the 2013/2014 biennial budget continues a major shift in the City's response to economic conditions and in how it does business. As indicated in the budget document, and in the materials leading up to its development, it was evident that even with the staffing and other expenditure reductions implemented in the 2012 General Fund budget, the City would not be able to continue forward with business as usual. While the 2012 staffing reductions were significant, overall costs continue to rise at a higher rate than resources. In preparation of the 2012 budget, there was much discussion about the array, quality, and value of services the City provides and the resources available to fund those services. Development of the 2013/2014 budget saw the infusion of an entrepreneurial approach to several of the services the City provides, inmate housing and dispatch in particular. Progress in these two areas lessens the strain on the General Fund. Innovation and creativity were central themes of the 2013/2014 budget process and have resulted in a major step toward sustainability. The 2013/2014 General Fund budget was brought into alignment by a combination of operational expenditure reductions and reductions in the cost of labor, strategic use of available resources, a slight increase in property taxes, and a modest increase in taxes on City-owned and some privately-owned utilities.

Section II: Processes, Policies & Summaries

City Manager's Budget Message

Budget Process

Washington State law requires the City to adopt a balanced budget. Beyond that, the City Council and City Manager have separate yet integrated ethical and fiduciary responsibilities to the public to account for public funds, prudently manage municipal finances, and plan adequate and realistic funding for services and facilities desired and needed by the public. Appropriations are therefore limited to the total estimated revenues for the upcoming biennium, plus any unencumbered fund balance estimated to be available at the close of the 2012 fiscal year.

The 2013/2014 budget process was designed to provide frequent and timely opportunities for the City Council to develop and provide well-grounded policy direction to staff. To that end, the City Council was engaged at several critical points throughout the year; this allowed for staff to provide information and analysis and for City Council to establish the policies that ultimately drove this proposal. Thus far, the City Council has conducted no less than four meetings dedicated largely to the 2013/14 budget, as well as portions of multiple study sessions and special meetings. The first such meeting was a retreat in January, where City Council reviewed the 2012 Council Goals and developed a complementary set of goals for 2013. Shortly after the City Council's January retreat, at which they provided early direction on 2013 Council Goals, Department Directors were asked to begin developing preliminary budget concepts. City Council spent time refining the goals during the April Study Session, formally adopting them at their April 24, 2012 regular meeting. The May workshop accomplished several things: introduced to the concept of a biennial budget; reviewed and provided policy direction on pipeline capital projects; evaluated the trends of several funds, including an in-depth sales tax analysis; discussed revenue enhancements and expenditure reduction options; and updated the City's strategy on the use of the Miscellaneous Capital Fund to enhance the community and leverage economic opportunity.

City Council authorized a biennial budget process at their May 22, 2012 meeting, with the following conditions:

1. The biennial budget shall be implemented as two, one-year financial plans.
2. Expenditures in the first year may not exceed appropriations for that year, and the second year appropriations shall only be expended in the second year.
3. Changes to #2 (above) require City Council approval.
4. A mid-biennium budget review during the last four months of the first year shall occur, along with specific deadlines for any proposed budget modifications.
5. Quarterly financial status reports shall be submitted by staff showing actual revenues and expenditures and forecasting the same for the remainder of the biennium.

With adopted goals in place and a biennial budget established, Directors were asked to finalize their preliminary recommendations for 2013/2014. In July, staff briefed the City Council on the budget forecast and revenue update, and provided Departmental presentations on the impact of a theoretical ten percent decrease in General Fund operational budgets. City Council was also briefed and provided direction on the City Center economic development strategic planning process effort.

At the budget workshop in September, City Council accomplished the following: received updated information on fiscal projections for 2012, 2013, and 2014; discussed revenue and expense assumptions; reviewed projected revenues and expenses, including wages, benefits, supplies, and services; provided

Section II: Processes, Policies & Summaries

City Manager's Budget Message

policy direction on expanding intergovernmental services; and evaluated resource options, e.g. B&O tax, increase utility taxes, imposition of a license tab fee, enhancement of the Public Safety Fund, and retiring some current debt with available resources.

Budget Considerations

The 2013/2014 Biennial Budget accounts for a reasonably conservative approach with regard to revenue projections, given recent regional and national economic performance. Local sales tax is the largest revenue contributor to the General Fund, followed by property tax at a distant second. In 2012, the City collected just under \$4.7 million in local sales tax, with the last four months of the year finishing strong as compared to recent years. Sales tax is, however, a volatile revenue stream; in 2012 the City experienced both the highest monthly sales tax amount in almost two years and the lowest monthly sales tax collection in more than ten years. These kinds of fluctuations give pause to a strategy that is overly dependent on sales tax as a revenue source. In fact, prior budgets were overly reliant on sales tax revenues, which resulted in a significant spend-down of the General Fund reserves. Accordingly, this biennial budget maintains a conservative outlook with respect to sales tax projections, and it accounts 2013 and 2014 sales tax proceeds of \$4.55 million and \$4.6 million respectively.

The 2012 budget put the City on a path to significantly lessen its reliance on reserves to balance the General Fund. The 2013/2014 budget furthers that strategy and is projected to reduce the General Fund reliance on reserves to \$250,000 per year. Accordingly, the reader will note that, consistent with prior City Council policy direction, the proposed biennial budget realigns revenues and expenses through numerous course corrections in the form of expenditure reductions, revenue enhancements, diversification of resource input, and the strategic use of resources.

In 2012, performance measures for each Department were established and introduced as part of the budget document. For 2013/2014 those measures are reported and have been refined as appropriate for the biennium. The measures were developed by each of the Departments and provide the reader with an idea of the Department production in selected areas, performance targets, and actual experience.

Although the economy is improving, we anticipate recovery to continue to be a slow process, allowing for very little growth. As a result, 2013/2014 General Fund operating expenditures, excluding transfers out, are relatively flat as compared to the adopted 2012 levels. This proposal also implements the City Council's adopted financial policy of aligning on-going and one-time expenses with on-going and one-time revenues, which will help to assure that, going forward, the City lives within its means and is strategically positioned to adjust to future economic cycles. Transfers are discussed in the City Street Fund 101, Detention Services Fund 102, and Debt Service Fund 213.

During 2012, some of the City's major achievements included:

- Enhancements in transparency and access to our citizens.
- A more pro-active posture in assisting residents and the business community.
- Organizational improvements within the Police Department that will translate into better service to the community.
- Significant progress on City Center planning that holds transformative potential for the future of the community.

Section II: Processes, Policies & Summaries
City Manager's Budget Message

- Well maintained public infrastructure and equipment.
- High quality recreation programming.
- Execution of a Capital Improvement Program, which not only serves our residents and businesses, but has the added burden of serving the region.
- Accountability for the public's resources - our most recent financial audit from the State Auditor's Office was the 12th consecutive audit without a finding.
- Stronger partnerships at the political and staff levels with the Puyallup Tribe, Port of Tacoma, Washington State Department of Transportation (WSDOT), Pierce County, our neighboring cities, and non-profits.

These are just a few highlights for 2012, and they and others are discussed in greater detail within the individual Department budgets. Fife City Council, staff, and our partners, like the Fife-Milton-Edgewood Chamber of Commerce, have collaborated to enhance Fife's influence on many fronts over the past year and, in doing so, are placing the City in a position to experience great things in the future. Readers are encouraged to review the individual Department work programs and performance measurements in order to gain a clearer understanding of the proposed services, service levels, and work program of the City in 2013/2014.

General Fund

As proposed, the General Fund relies primarily on three major revenue streams to fund services for its citizens: sales tax, property tax, and utility tax. In 2013/2014, these revenue streams are expected to make up 39 percent of all General Fund revenues. Projected General Fund revenues for the calendar years 2013 and 2014, from all sources, are projected at \$16.2 million and \$16.5 million respectively, or 35 percent in 2013 and 43 percent in 2014 of City-wide revenues.

• **Sales Taxes**

As mentioned previously, due to its volatility, sales tax receipts are projected conservatively but by and large to follow regional expectations. Given the uptick in the third and fourth quarters of 2012, there is a high level of confidence in the projected sales tax receipts for the biennium. The table below clearly illustrates that sales tax proceeds are significantly less than in the heydays of 2006-2008; they have leveled off since early 2009, settling into a "new normal" or stable baseline. For 2013 and 2014, sales tax revenues are estimated to be \$4.55 million and \$4.6 million respectively.



Section II: Processes, Policies & Summaries

City Manager's Budget Message

- **Property Tax**

For the past several years, property values throughout the nation, the Puget Sound region, and in Fife have been declining. Last fall the County Assessor advised the City that the total 2013 assessed valuation for the City has decreased to \$1.774 billion. The City receives a portion of the property tax bill on each taxable property within the City limits. The City's property tax assessment for 2013 is \$1.60 per \$1,000 of assessed value based upon an assessed value of approximately \$1.774 billion; this rate reflects an increase in property tax of just under one-fifth of one percent, or 0.2 percent, over 2012. This levy, which City Council approved for first reading during their October 9, 2012 meeting, will generate approximately \$5,000 for 2013 to be assessed over the whole of the City. Translated to a property valued by the Assessor at \$200,000, the levy increase will raise the property owner's annual property tax bill by 56 cents for the year. New construction in the amount of \$7.3 million will be added to the City's assessed valuation, which will generate an additional amount of approximately \$11,000. Tax refunds, which are re-levied by the Assessor, will generate an additional \$47,000 for 2013.

Between the 0.2 percent increase in property taxes, the impact of new construction, and property tax rebates, an additional \$63,000 over 2012 is anticipated for 2013.

- **Utility Tax**

While utility taxes are not new to the City, for the 2013/2014 Biennial Budget there is a significant change in how they are accounted for and reported, and it includes a modest increase. Historically, utility tax revenues have been receipted directly into the Debt Service Fund 213. As utility taxes are not restricted revenues, in consultation with the State Auditor's Office it has been determined that they are more appropriately receipted into the General Fund, and then sufficient funds be subsequently transferred from the General Fund to the Debt Service Fund to service debt. While the change brings the City into compliance with generally accepted accounting practices, it serves to increase the General Fund revenues and expenditures, and could give the more casual reader the impression that there has been a significant change in economic conditions rather than a significant change in accounting practices. Accordingly, you will note total General Fund expenses and revenues for 2013 and 2014 balanced at \$16.2 million and \$16.5 million respectively, compared to the adopted 2012 General Fund expenditure budget of just over \$14 million.

With respect to the included increase, after several meetings where the 2013/2014 budget was a primary topic, including a required public hearing on revenues in September where City Council and the public were provided a briefing on revenue alternatives, City Council provided clear direction that, while they would not entertain imposition of a Business and Occupation tax, nor the establishment of a Transportation Benefit District (TBD) at this time, they would consider an increase in utility taxes as part of a package to close the budget gap for 2013/2014.

In order to generate sufficient funds to eliminate the 2013/2014 budget deficit along with the other measures recommended, utility fees taxes as depicted in the chart below were enacted:

Section II: Processes, Policies & Summaries
City Manager's Budget Message

	Water	Sewer	Storm	Garbage	Gas	Phone	Power
2013/2014	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%

Specifically, the utility tax rate for Water, Sewer, Stormwater, Gas, and Phone, increased by 1.5 percent to 6.0 percent, and a 6.0 percent tax on Solid Waste was imposed. These new rates will generate additional revenues of \$367,000 and \$489,000 for years 2013 and 2014 respectively. The City Council reviewed other alternatives at the September revenue hearing, including seven and eight percent scenarios. These utility tax rates are consistent with other full service cities within the region and are necessary to reach sustainability.

General Fund Major Expenses

General Fund expenditures for 2013 and 2014 are anticipated to be \$16.2 million and \$16.5 million respectively, or 30 percent in 2013 and 44 percent in 2014, of City-wide expenditures. The increase in 2014 is due to the completion of planned major capital projects in 2013.

The reader will note in the Department budget narratives that expenditures are divided into two primary categories: 1) personnel and 2) maintenance and operating (M&O) expenses.

- **Personnel Expenditures**

General Fund personnel costs (salaries, overtime, and benefits) make up 64 percent of overall General Fund spending and account for \$21 million in the 2013/2014 budget. General Fund personnel expenditures in 2013 are projected to increase by 3.4 percent over actual estimated 2012 personnel costs. This increase is due to the effect of labor contracts; however, they are offset by a change in the benefit plan for most of the workforce which will result in lower premiums. The aforementioned savings resulting from the change in benefit plan translates to roughly \$300,000 per year. In order to balance the General Fund budget, these or similar savings elsewhere must be realized. Should they be realized, the City will be able to avoid layoffs and corresponding reductions in service to the public in 2013. In the alternative, these savings will likely have to be generated through a reduction in employees and the corresponding loss of their contributions on behalf of City residents and businesses, or increased revenues impacting the General Fund.

- **Maintenance & Operating Expenditures**

General Fund Maintenance & Operating (M&O) expenditures included in the 2013/2014 budget amount to \$3.3 million and \$3.4 million respectively and make up 21 percent of the overall General Fund budget for 2013. For 2013, M&O expenditures are increasing 0.7 percent compared to 2012 as projected to the end of the year. Many of these costs are increasing outside of the direct control of the City, such as utilities, materials and supplies, and contracted services.

Section II: Processes, Policies & Summaries

City Manager's Budget Message

- **Transfers Out**

General Fund Transfers Out included in the 2013/2014 Budget are in total \$2.5M annually - contribution for Street Maintenance \$0.3M, Detention Services subsidy \$0.5M, and General Debt Obligation Service funds of \$1.7M. Significant entrepreneurial effort has been made in the arena of detention services, which hold the potential to significantly lessen the Funds' reliance on a General Fund subsidy.

- **Debt Service**

Debt service obligations from the General Fund in 2012 amounted to \$64,000. As a result of the completion of LIDs 2008-1 and 2008-2 and the benefit of these projects to city-owned properties within the LID boundaries, General Fund debt service obligations were projected to increase by \$317,000 in 2013. One of the strategies employed in development of the biennial budget was maximization of existing resources. In the case of these debt service obligations, a strategy of paying off the General Fund debt with monies from the Miscellaneous Capital Fund was employed. This policy decision resulted in the elimination of \$381,000 in annual debt service payments from the General Fund, which lessened the need for reductions or further reliance on reserves. Greater detail is provided within the appropriate fund description.

General Fund Reserve

The City's Financial Policies, as adopted by City Council, have established a policy of budgeting a General Fund Operating Reserve amounting to 17 percent (two months) of the annual General Fund expenditure budget, excluding debt service funds transfers. As the City's revenue stream is cyclical, this level of reserve is necessary in order to maintain reliable cash flow throughout the fiscal year. The 2013/2014 budget maintains the minimum 17 percent reserve and does not anticipate utilizing any General Fund reserves to balance. While the 2013/2014 budget contemplates utilizing a total of \$500,000 of unrestricted funds from two other funds over the biennium, should the General Fund subsidy to the jail decrease as discussed below, all or a portion of this transfer may be avoided. The 2013/2014 adopted budget does not reflect the 2012 tribal casino gaming impact payment of \$850,000 that was received in February 2013. This will be reflected in the first budget amendment in 2013.

As adopted, this budget marks the first budget in several years where the use of General Fund reserves to balance the budget was not needed. Freeing the organization from a reliance on General Fund reserves to balance the General Fund budget has been a goal of City Council and staff for the past two years, and it is an absolute necessity as these reserves are at minimum operational levels.

Major Other Funds

- **City Street Fund**

The City Street Fund receives revenues from state-wide gas tax receipts and liquor excise tax on a per capita basis. In 2013, it is anticipated that these revenues will amount to \$190,610 and \$7,757 respectively. Public Safety Fund transfers to this account are slightly less than \$160,000 per year and are dedicated to enhancement and operations of pedestrian safety facilities per the City Ordinance. Expenditures to maintain the City's 80-lane miles of roads and associated signs

Section II: Processes, Policies & Summaries

City Manager's Budget Message

and roadsides are proposed at \$650,000. The shortfall between revenues and expenditures in this fund has been ongoing for several years; in recent history the gap was filled utilizing fund reserves, which were depleted in 2011. In 2012, a transfer of \$310,000 from the General Fund was necessary to support Street Operations. For 2013 and 2014, the proposed General Fund transfer will remain at \$310,000 for 2013 and \$316,400 for 2014.

- **Detention Fund**

Detention Services operates as a special revenue fund independent of the General Fund and is supported by a combination of revenues including housing detainees for other agencies, a General Fund transfer to house Fife detainees, and what has become a growing General Fund subsidy necessary to balance fund revenues with expenditures. In 2012, a significant increase in the General Fund subsidy to balance the Fund was required due to the loss of the Federal Way jail contract. This past year City administration, Finance, and Police Command staff have worked to revamp the business model for the jail. As a result, jail contracts for guaranteed-beds with multiple agencies were executed in the latter part of 2012. In addition, negotiations with other agencies which were ongoing in 2012 have materialized at the time of this writing. These new customers to the Fife detention facility, while representing marginal additional costs, also generate much needed income necessary to reduce the General Fund subsidy. In addition to contract beds, the Police Department has worked with the Court to implement a home monitoring program, and in late 2012 negotiated a contract with the City of Tacoma to provide them with this service. The 2013/2014 budget reflects a reduction in General Fund subsidy to the jail from well over \$500,000 for 2012 to \$460,000 and \$469,200 for 2013 and 2014 respectively. Early indications are that a further reduction in the General Fund subsidy may be possible as the City increases its book of business in jail operations.

- **Public Safety Fund**

This Fund receives the proceeds from the City's photo enforcement program and funds associated with administrative and contracted costs, as well as capital projects meeting the criteria established by the City Council by Ordinance. The program has been successful in reducing accidents at signalized intersections. As a result of this success, program revenues are expected to decline for a second straight year to \$2.3 million. The preliminary budget proposes combined capital expenditures and capital transfers of approximately \$4.7 million which are detailed within the Fund narrative.

- **Debt Service Funds**

These Funds are programmed for General Obligation Debt Service and, as noted above, are funded through a transfer from the General Fund. Limited Tax General Obligation debt service obligations for 2013 and 2014 are \$1,716,000 and \$1,710,000 respectively, as compared to an amount of \$63,888 for Local Improvement District payments on City-owned property in 2012.

- **City Utilities**

The City operates Water, Sewer, and Storm Drainage Utilities. Also referred to as Enterprise Funds, each utility is fully supported through user fees. For 2013 and 2014, previously approved

Section II: Processes, Policies & Summaries

City Manager's Budget Message

rate increases for water of three percent respectively will go into effect at the beginning of each year. No other adjustments to utility rates were approved in the 2013/2014 budget. That said, plan updates are currently underway for the Stormwater and Sanitary Sewer utilities. Subsequent recommendations generated through these updates may potentially impact rates subject to future City Council action.

Personnel

The City of Fife is a service-based organization, and without the City workforce the essential services they provide to the community would not be delivered. Accordingly, our employees and what they bring to their jobs every day are our greatest asset and, not surprisingly, our greatest expense. Alignment of the 2012 budget required the elimination of 5.5 FTE(s), or full time equivalents, across several Departments including: Police, Community Development, Public Works, Court, and Executive. This represents a reduction of approximately 21,000 hours of labor that was not provided for the benefit of the public in 2012. Although anticipated, the elimination of these positions has had an adverse impact on organizational capacity. Staffing levels today are such that unanticipated absences of current staff are quickly felt by multiple Departments.

As presented, this budget relies on successful negotiations with three of the City's four labor units, a savings of \$300,000 is included to account for a change in the medical plan. Meeting the savings goal requires the cooperation of all the units. Should negotiations prove unsuccessful, the savings will likely have to be generated through a reduction in force of four to five employees. These reductions are not identified herein; accordingly the budget would have to be amended early in 2013 in order to achieve the necessary expenditure reductions.

In addition, the adopted budget reflects no cost of living increases (COLA) for non-represented employees (management group) and the Commissioned and Non-Commissioned Police Unions. The IAM and Teamster units are under contract through 2013, and accordingly are entitled a COLA adjustment. The 2014 budget reflects no COLA adjustments for these two labor units in 2014.

Capital Investment

The 2013/2014 budget implements numerous vital capital investments that address some of Fife's most pressing transportation, park development, environmental enhancement, and water supply needs. The majority of these projects are multi-year efforts which were programmed in 2012, and are progressing to later phases of implementation. There are also a number of new projects that are within the capital budget.

The biennial budget includes \$24.2 million in adopted capital investment. A listing of the 2013/2014 capital projects, along with a detail summary sheet of each project, is included within the budget document.

The major funding sources utilized by capital projects include: Real Estate Excise Tax (REET), utility user fees, traffic mitigation/impact fees, grants, loans, bonded debt, use of safety camera revenues for pedestrian related improvement, and proceeds from the sale of property. Along with the detail summary, each project within the capital budget is outlined on a separate project sheet which provides information on scope, schedule, cost, and funding source(s).

Section II: Processes, Policies & Summaries

City Manager's Budget Message

Our Financial Condition

Given the steps taken by the City Council regarding reductions, revenue enhancements, and use of existing resources through the course of developing the 2013/2014 Biennial Budget, the City's anticipated financial condition over the biennium will be solid. The General Fund is stable and sustainable through the biennium based on what is presented. While sales tax revenues are significantly reduced from a half a decade ago, they have been consistent the past four years and are beginning to reflect growth, albeit slow. Managing slow or no growth, while challenging, is less so than the circumstances we faced in developing the City of Fife 2012 Annual Budget. In 2012, the City's reliance on General Fund reserves and other one-time revenues to balance the budget was reduced significantly. The 2013/2014 budget takes the next step of eliminating our reliance on General Fund reserves, and some of our internal business retooling holds the potential to significantly reduce the planned reliance on one-time money of \$500,000 over the biennium.

The City is well positioned for a recovery in retail sales, specifically in the auto sector. Late in 2011, considerable private investment to improve and expand facilities among the retail auto dealers within the City occurred, and two new dealerships, Audi and Porsche (part of the Larson Automotive Group) opened in Fife. While development of these facilities was ahead of the recovery, the facilities are in place and operational; as we see the economy slowly recover, we should also see the impact of these investments. Also, 2012 has seen three RV dealerships locate within the City, as well as other auto related and retail businesses locate or expand in Fife. After disappointing sales tax results in 2012, this proposal takes a cautiously optimistic view with respect to 2013/2014 sales tax revenues.

A major benefit of enacting a two-year budget is the opportunity to focus on long-range strategic planning in the areas of financing, capital planning, economic development, and City services. Integration of these and other elements in the form of a strategic planning effort assure our City's fiscal sustainability, a high quality of life for residents, and a business environment that will spur quality expansion and development.

Conclusion

This budget proposal meets several City Council Goals by maintaining the quality services we are providing now, ensuring fiscal stability by taking major steps in the efficient use of resources, targeting reductions designed to lessen costs that will not lessen services or adversely impact the City workforce, and incorporating entrepreneurial and business-like practices balanced with modest increases in the form of new taxes.

In addition to Council Goals and adopted plans and policies, a decision-making filter we began using at the staff level in 2011 has proven valuable in meeting after meeting to get to the core of why we exist:

If the City and its services went away tomorrow, why would the people want us back?

Developing a balanced budget is always a challenge; by its very nature it involves difficult choices, assigning values and constantly weighing one thing against another. As difficult as the development of this proposal was, and the many evening and weekend hours City Council spent pouring over numbers and developing policy, it would have been much more difficult had the City Council not laid the foundation for change in 2012.

Section II: Processes, Policies & Summaries

City Manager's Budget Message

This proposal maximizes resources by establishing value between the services it provides and the taxes and fees paid by its citizens. Fife is in the enviable position of being able to continue providing quality municipal programs and services to our residents and businesses – quality that makes Fife a desirable location in which to live and conduct business and the Fife brand something to be envied.

Finally, I want to acknowledge the dedication and service of the City's employees. In spite of the loss of several of their colleagues through the 2012 budget process, the City workforce pulled together to a point where the end user – the public – saw no reduction in service. Inside we are seeing the loss of capacity, the disruptions caused by less staffing; that is a “normal” we are all getting used to. I also want to recognize the City Council, whose collective leadership as policy makers worked tirelessly to evaluate the many volumes of information and briefings they were provided and gave the policy direction necessary for this organization to succeed. Finally, a special thanks to the many skilled and dedicated employees who worked to prepare the City of Fife 2013/2014 Biennial Budget, without whose assistance this comprehensive document could not have been developed.

Respectfully submitted,



David K. Zabell
City Manager

Section II: Processes, Policies & Summaries

Budget Cycle

Biennial Budget Cycle

The City budget cycle consists of ten distinct phases:

- **Goals Formulation – January 2012**
The City Council and Manager meet to develop goals for the subsequent year.
- **Budget Formulation – June-September 2012**
Executive Leadership Team begins to develop and submit their initial budget requests to the City Manager. The City Manager then evaluates these requests against projected resources, City Council goals and level of service demands to develop the Preliminary Budget.
- **Review and Adoption –September –December 2012**
City Council reviews the City Manager’s recommended budget, conducts public hearings, accepts or modifies the budget and adopts the budget for the next two years.
- **Implementation – January 2013**
Once adopted, staff is tasked with carrying out the services and projects as described in the biannual budget.
- **Monitoring – January-December 2013**
Finance and the Executive Leadership Team monitor revenues and expenditures throughout the year to ensure that funds are available and used in an approved manner. Quarterly budget reports are provided to the City Council. Staff evaluates trends, changes in laws and other material events to determine the impact of external changes on the City’s sources of revenues and expenditure limitations or mandates.
- **Routine – April 2013**
The budget is amended to reflect prior year ending fund balances, reappropriation of unliquidated prior year obligations, and material changes in revenues and/or expenses.
- **Mid Biennium Budget Review – September - December 2013**
The budget is formally reviewed in accordance with State law and City ordinance. The budget is amended, if needed, for material changes in revenues and/or expenses.
- **Evaluation – February - June 2014**
During this stage, annual and biennial financial reports are produced and audits are conducted by the State Auditor’s Office.
- **Budget Amendment If Necessary – November 2014**
The final budget amendment, if needed, is approved in November.
- **Evaluation – February - June 2015**
During this stage, annual and biennial financial reports are produced and audits are conducted by the State Auditor’s Office.

Section II: Processes, Policies & Summaries
Budget Calendar

2013-14 Biennial Budget Calendar

January 27-28, 2012	Budget Workshop – 2013 Goal Setting, Econ Dev, Trans Study
May 5, 2012	Budget Workshop – 2012 Update, 2013-14 Bud Gen/Spec Rev Funds
July 14, 2012.....	Budget Workshop – 2012 Update, 2013-14 Bud All Gen Gov. Funds
September 15, 2012	Budget Workshop – 2013-14 Budget Discussion All Funds
September 25, 2012.....	Presentation – 2013 LTAC Hotel/Motel Tax Recommendations
September 25, 2012.....	Public Hearing – 2013-14 Revenues and 2013 Property Tax Levy
October 9, 2012	Resolution – 2013 Property Tax Levy
October 16, 2012	First Public Hearing – 2013-14 Budget
October 23, 2012	Second/Final Public Hearing – 2013-14 Budget
November 6, 2012.....	Ordinance First Reading – 2013-14 Budget
November 20, 2012.....	Ordinance Second Reading/Adoption – 2013-14 Budget
September 10, 2013.....	Presentation – 2014 LTAC Hotel/Motel Tax Recommendations
September 10, 2013.....	Public Hearing – 2014 Revenues Update and Property Tax Levy
September 24, 2013.....	Resolution – 2014 Property Tax Levy
September 28, 2013	Budget Workshop – 2013-14 Budget Discussion All Funds (if needed)
October 22, 2013	Public Hearing – Required Mid-Biennium Budget Review
November 12, 2013.....	First Reading - Mid-Biennium Budget Amendment (if needed)
November 26, 2013.....	Second Reading - Mid-Biennium Budget Amendment (if needed)
January 25-26, 2014	Budget Workshop – 2014 Goals, 2013 Accomplishments
February 25, 2014.....	Presentation – 2013 Q4 Financial Status Report, Projection 2014
April 22, 2014	Presentation – 2014 Q1 Financial Status, Projections 2014 & 2015
July 22, 2014.....	Presentation – 2014 Q2 Financial Status, Projections 2014 & 2015
October 28, 2014	Presentation – 2014 Q3 Financial Status
November 11, 2014.....	First Reading – Final Biennium Budget Amendment (if necessary)
November 25, 2014.....	Second Reading – Final Biennium Budget Amendment (if necessary)

Section II: Processes, Policies & Summaries
Budget Ordinance

Ordinance No. 1820

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF
FIFE, PIERCE COUNTY, WASHINGTON ADOPTING THE
BUDGET FOR THE 2013/14 BIENNIUM**

WHEREAS; the Preliminary Budget for the 2013/14 Biennium Budget was submitted to the City Council by the City Manager on October 16, 2012; and

WHEREAS; after providing notice as required by RCW 35A.33.060, the City Council held a public revenue hearing on September 25, 2012, and two public budget hearings on October 16, 2012 and October 23, 2012; and

WHEREAS; a copy of the Preliminary Budget was on file with the City Clerk for examination by the public during the time it was being considered by the City Council; and

WHEREAS; on June 12, 2012, the City Council adopted Ordinance 1776 authorizing a biennial budget effective January 1, 2013. The ordinance and agenda bill stipulate that:

1. The biennial budget will be implemented as two one-year financial plans,
2. Actual expenditures in the first year may not exceed the first year plan appropriations,
3. Second year plan appropriations shall only be expended in the second year,
4. Any changes needed for 2 and/or 3 above would require Council approval,
5. That there will be a mid-biennium budget review during the last four months of the first year with specific deadlines for any proposed budget modifications and the holding of a public hearing, and
6. That quarterly financial status reports shall be submitted by staff showing actual revenues and expenditures and forecasting the same for the remainder of the biennium; NOW, THEREFORE,

THE CITY COUNCIL OF THE CITY OF FIFE, WASHINGTON
DO ORDAIN AS FOLLOWS:

Section 1. The Preliminary Budget of the City of Fife for the 2013/14 biennium, a copy of which is on file with the City Clerk, is hereby adopted by reference as the adopted biennial budget of the City of Fife for the 2013/14 biennium.

Section 2. The total estimated revenue from all sources and the expenditures by funds, all as set forth in the 2013/14 budget document adopted by reference is as follows:

Section II: Processes, Policies & Summaries
Budget Ordinance

A. Revenue by Fund				
Fund Number	Fund Name	2013 Plan	2014 Plan	2013/2014 Budget
001	General Fund	\$ 16,215,483	\$ 16,531,212	\$ 32,746,695
101	City Street	668,285	668,285	1,336,570
102	Detention Services	1,388,768	1,388,768	2,777,536
103	Public Safety	3,961,800	2,301,000	6,262,800
104	Stadium/Convention Tax	461,000	461,000	922,000
105	Contingency	400	400	800
106	Growth Management	180,500	180,500	361,000
107	Criminal Justice	164,218	164,218	328,436
108	D.A.R.E.	3,500	3,500	7,000
109	Impact & Mitigation	52,000	52,000	104,000
110	Drug Intervention	160,500	151,500	312,000
111	Park Acquisition/Develop	82,422	82,422	164,844
207	2007 Ltd GO/St Const Bond	652,605	654,205	1,306,810
208	CLID 2008 Bond	1,085,333	1,048,533	2,133,866
209	LID Guarantee Fund	1,000	1,000	2,000
213	1997 Ltd. G.O. Bond	387,419	385,257	772,676
215	2011 Ltd. G.O. Bond	676,375	671,375	1,347,750
301	Street Construction	9,100,000	-	9,100,000
303	Rec & Ped Capital Facilities	100	100	200
305	Misc. Capital Projects	6,000	6,000	12,000
401	Water Utility	3,409,200	3,509,310	6,918,510
402	Sewer Utility	3,524,900	3,524,900	7,049,800
404	Storm Drainage Utility	707,000	707,000	1,414,000
405	Parity Revenue Bond	936,980	936,164	1,873,144
410	Utility Construction	1,637,000	4,637,000	6,274,000
504	Fleet	592,521	681,934	1,274,455
	Fund Revenue	\$ 46,055,309	\$ 38,747,583	\$ 84,802,892
	Beginning Fund Balances (1/1/2013)	29,646,312		29,646,312
	Beginning Fund Balances (1/1/2014)		21,231,757	
	Total Revenues By Plan Year	\$ 75,701,621	\$ 59,979,340	
	Total Budgeted Revenue			\$ 114,449,204

Section II: Processes, Policies & Summaries
Budget Ordinance

B. Expenditures by Fund				
Fund Number	Fund Name	2013 Plan	2014 Plan	2013/2014 Budget
001	General Fund	\$ 16,205,105	\$ 16,517,782	\$ 32,722,887
101	City Street	647,303	658,217	1,305,520
102	Detention Services	1,334,435	1,368,026	2,702,461
103	Public Safety	6,202,828	1,507,872	7,710,700
104	Stadium/Convention Tax	2,312,585	453,392	2,765,977
105	Contingency	200,000	200,000	400,000
106	Growth Management	183,679	67,679	251,358
107	Criminal Justice	169,420	171,566	340,986
108	D.A.R.E.	382	382	764
109	Impact & Mitigation	1,000,000	-	1,000,000
110	Drug Intervention	135,328	138,960	274,288
111	Park Acquisition/Develop	1,949,303	39,303	1,988,606
207	2007 Ltd GO/St Construct Bond	652,605	654,205	1,306,810
208	CLID 2008 Bond	1,085,333	1,048,533	2,133,866
209	LID Guarantee Fund	-	-	-
213	1997 Ltd. G.O. Bond	387,419	385,257	772,676
215	2011 Ltd. G.O. Bond	676,375	671,375	1,347,750
301	Street Construction	8,755,404	42,197	8,797,601
303	Rec & Ped Capital Facilities	50,000	50,000	100,000
305	Misc. Capital Projects	135,000	135,000	270,000
401	Water Utility	3,194,010	3,313,438	6,507,448
402	Sewer Utility	3,669,427	3,756,519	7,425,946
404	Storm Drainage Utility	560,772	570,747	1,131,519
405	Parity Revenue Bond	870,684	848,719	1,719,403
410	Utility Construction	3,012,454	4,552,002	7,564,456
504	Fleet	1,080,013	532,337	1,612,350
	Fund Expenditures	\$ 54,469,864	\$ 37,683,508	\$ 92,153,372
	Ending Fund Balance(12/31/2013)	21,231,757		
	Ending Fund Balance(12/31/2014)		22,295,832	22,295,832
	Total Expenditures By Plan Year	\$ 75,701,621	\$ 59,979,340	
	Total Budgeted Expenditures			\$ 114,449,204

Section II: Processes, Policies & Summaries
Budget Ordinance

Section 3. This ordinance shall be in full force and effect five (5) days from and after its passage, approval and publication in summary from as provided by law.

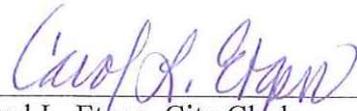
Introduced to the City Council on the sixth day of November, 2012.

Passed by the City Council on the 20th day of November, 2012.



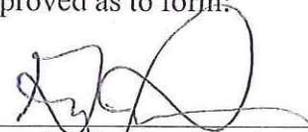
David K. Zabell, City Manager
Russ Blount, Acting City Manager

Attest:



Carol L. Etgen, City Clerk

Approved as to form:



Loren D. Combs, City Attorney
assist city atty

Published: 11/27/12

Effective Date: 12/2/12

Section II: Processes, Policies & Summaries

About the Budget

About the Budget

Basis of Accounting

Basis of Accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Revenues are recognized only when cash is received and expenditures are recognized when paid, including those properly chargeable against the report year(s) budget appropriations as required by state law.

In accordance with state law the (city) also recognizes expenditures paid during twenty days after the close of the fiscal year for claims incurred during the previous period.

Purchases of capital assets are expensed during the year of acquisition. There is no capitalization of capital assets, nor allocation of depreciation expense. Inventory is expensed when purchased.

The basis of accounting described above represents a comprehensive basis of accounting other than accounting principles generally accepted in the United State of America.

Basis of Budgeting

Funds are budgeted on the cash basis of accounting, as noted above. This is where revenues are estimated and appropriations set based on anticipated cash receipts and disbursements.

Budget Adjustments

The City Manager is authorized to transfer budgeted amounts between departments and line items within any fund; however, any revisions that alter the total expenditures of a fund, or that affect the number of authorized employee positions, salary ranges, hours, or other conditions of employment must be approved by the City Council.

Budgeting, Accounting and Reporting Systems (BARS)

The City of Fife accounts and reports financial activity using the revenue and expenditure classifications, statements and schedules contained in the Cash Basis Budgeting, Accounting and Reporting System (BARS) manual. This basis of accounting and reporting is another comprehensive basis of accounting (OCBOA) that is prescribed by the State Auditor's Office under authority of Washington State law, Chapter 43.09 RCW.

The City of Fife uses single-entry, cash basis of accounting as prescribed for small cities by the Washington State Auditor's Office. This is a departure from generally accepted accounting principles (GAAP) as applicable to local governments.

The accounts of the City of Fife are organized on the basis of funds, each of which is considered a separate accounting entity. Each fund is accounted for with a separate set of single-entry accounts that comprises its cash, investments, revenues and expenditures, as appropriate. The City's resources are allocated to and accounted for in individual funds depending upon their intended purpose. All funds are budgeted except Fiduciary.

Section II: Processes, Policies & Summaries

About the Budget

The following types of funds are used by the City of Fife:

- **Governmental:** Funds that account for the activities of the City which are of a governmental nature.
- **Proprietary:** Funds that account for the activities of the City which are proprietary or “business” in nature.
- **Fiduciary:** Funds held by the City as a trustee, e.g. deposits.

Governmental Fund Types:

- **General (Current Expense) Fund (000-099):** Accounts for all financial resources except those required to be accounted for in another fund. Although the City has to report only one general fund, it can have multiple general sub funds for its internal managerial purposes.
- **Special Revenue Funds (100-199):** These funds account for all revenues that are legally restricted or designated to finance particular activities of the City of Fife. The special revenue funds of the City are the Street Operating Fund, the Detention Services Fund, the Public Safety Fund, the Stadium/Convention Tax Fund, the Contingency Fund, the Growth Management Fund, the Criminal Justice Fund, the D.A.R.E. Fund, the Impact and Mitigation Fund, the Drug Intervention Fund and the Park Acquisition and Development Fund.
- **Debt Service Funds (200-299):** These funds account for the accumulation of resources to pay principal, interest and related costs on general long-term debt. The debt service funds of the City are the 2007 Street Construction Bond Fund, the Local Improvement District Guaranty Fund, the 2013 Consolidated Local Improvement District (CLID) Bond Fund, the 1997 Limited General Obligation Bond Fund, the 2001 Limited Tax General Obligation Bond Fund, and the 2011 Limited Tax General Obligation Bond Fund.
- **Capital Project Funds (300-399):** These funds account for financial resources which are designated for the acquisition or construction of general government capital projects. The capital project funds of the City are the Street Construction Fund, the Recreation and Pedestrian Capital Facilities Fund, and the Miscellaneous Capital Projects Fund.

Proprietary Fund Types:

- **Enterprise Funds (400-499):** These funds account for operations that provide goods or services to the general public and are supported primarily through user charges. The enterprise funds used by the City are the Water Utility Fund, Sewer Utility Fund, LID BANs Fund, Storm Drainage Utility Fund, Parity Revenue Bond Fund and Utility Construction Fund.

Section II: Processes, Policies & Summaries

About the Budget

- **Internal Service Funds (500-599):** These funds account for operations that provide goods or services to other departments or funds of the City of Fife on a cost reimbursement basis. The City's only internal service fund is the Fleet Fund.

Fiduciary Fund Types:

- **Agency Funds (600-899):** These funds are used to account for assets that the City of Fife holds for others in an agency capacity. The agency funds used by the City are the Payroll Clearing Fund, the Non-Revenue/Non-Expense Fund and the Petty Cash Fund.

Section II: Processes, Policies & Summaries

Description of Funds

Description of Departments, Divisions and Funds

GASB Statement 34 defines major funds as funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. Using these criteria the City of Fife has seven major funds: the General Fund 001, Public Safety 103, Impact and Mitigation 109, Street Construction 301, Miscellaneous Capital Projects 305, Water Utility 401, and Sewer Utility 402.

All funds of the City are reported in the audited annual finance statements. These same funds, less the fiduciary ones, are budgeted.

General Fund (000-099) – The following departments/divisions are expended from this fund:

- **001 General Fund**
 - **Legislative**
 - **Executive**
 - Executive
 - Human Resources
 - Civil Service
 - Information Technology
 - Legal
 - Administrative Services
 - **Finance**
 - Finance
 - **Municipal Court**
 - Court
 - Probation
 - Security
 - **General Government**
 - Facilities
 - Grounds
 - **Law Enforcement**
 - Operations
 - Gambling
 - Traffic
 - Communications
 - Crime Prevention
 - Emergency Management
 - Investigations
 - Community Policing
 - Drug Enforcement
 - **Engineering & Public Works Administration**

Section II: Processes, Policies & Summaries

Description of Funds

- **Community Development**
 - Planning
 - Building
- **Parks, Recreation & Community Services**
 - Recreation Services
 - Swim Center
 - Parks Maintenance
- **Non-Departmental**

Special Revenue Funds (100-199)

- **101 Street Operating Fund** – This fund exists for the segregation, budgeting, expenditure and accounting for monies received for the purpose of funding the construction, repair and maintenance of City streets. There are two divisions in this fund: Operating and Maintenance.
- **102 Detention Services Fund** – This fund tracks all revenues and direct expenses related to the housing of Fife prisoners and contracted prisoners from other agencies and contracting of Fife prisoners to other agencies.
- **103 Public Safety Fund** - The purpose of the public safety fund is to segregate, budget, expend and account for monies derived from the photo red light enforcement program. Expenditures from the public safety fund may only be used for the purpose of paying for the costs of the red light enforcement program, including the City's administrative costs; provided, however, if there are surplus monies in the fund, then the surplus monies may only be expended for the following purposes: (1) purchase and installation of school zone signs and lights; (2) pedestrian overpass/underpass design and construction costs; (3) sidewalk design and construction costs; (4) streetlight acquisition, operation and maintenance; (5) signalized pedestrian crosswalks; (6) the purchase, design and construction of pedestrian trails that serve to redirect pedestrian traffic off of streets with high traffic volumes; and (7) the design and construction of similar pedestrian safety oriented improvements.
- **104 Stadium/Convention Tax Fund** – This fund receives lodging tax revenues and distributes these funds in the interest of promoting visitors to Fife. Lodging tax revenues are collected by the hoteliers in Fife in the form of a tax on overnight stays.
- **105 Contingency Fund** – The purpose of the contingency fund is to provide monies with which to meet any municipal expense, the necessity or extent of which could not have been foreseen or reasonably evaluated at the time of adopting the biannual budget. This fund may be supported by a budget appropriation from any tax or other revenue source not restricted in use by law. The total amount accumulated in such a fund at any time shall not exceed the equivalent of 37.5 cents per thousand dollars of assessed valuation of property within the City.

Section II: Processes, Policies & Summaries

Description of Funds

- **106 Growth Management Fund** – The purpose of the growth management fund is to segregate, budget, expend and account for monies dedicated to the purpose of preparing and implementing growth management programs as required and intended by State law.
- **107 Criminal Justice Fund** – The purpose of the criminal justice fund is to segregate, budget, expend and account for monies dedicated to the purpose of augmenting existing funding levels for the City’s criminal justice system, as required and intended by State law.
- **108 D.A.R.E. Fund** – A nationally recognized program, the Fife Police D.A.R.E. program teaches our community’s children resistance to drug abuse. This on-going program is funded by court assessments.
- **109 Impact & Mitigation Fund** – The impact and mitigation fund is used to receive and segregate revenues into general, street, park and utility categories dollars that have been contributed and dedicated for the purpose of mitigating the impacts of City or developer related projects or for assessments by the City for impacts brought about by the development of projects.
- **110 Drug Intervention Fund** - Investigative fund assessments, evidence fund confiscations and other drug related money is deposited into this fund. Its use is restricted to the expansion and improvement of controlled substances related law enforcement activity.
- **111 Park Acquisition & Development Fund** – All moneys received from grants for park development and acquisition are deposited into this fund. All monies received by the City from the lease agreement entered into by and between the City of Fife and GTE Mobilnet Incorporated are designated for this fund for the acquisition and development of City parks. The net proceeds from the sale of the City property located at 5209 Pacific High East were deposited into this fund.

Debt Service Funds (200-299)

- **207 Street Construction Bond Fund – \$7,000,000 Issue** – the purpose of the street construction fund shall be to segregate monies that have been received for the purpose of street construction for those projects identified in the City’s adopted Transportation Improvement Program (TIP). The Finance Director shall create such special categories as are necessary to properly account for funds required to be expended on a specific project.
- **208 CLID 2013 Fund – \$4,047,000 Issue** – Pursuant to Ordinance 1822, this fund consolidated LIDs 2008-1 and 2008-2 for the purpose of issuing bonds and provides that monies received from payment of the principal and interest on assessments levied within the original local improvement districts be deposited in said fund to be used to redeem the outstanding bonds.
- **209 LID Guaranty Fund** - Reserves funded by assessments and would only be used in the case of a LID assessment default.

Section II: Processes, Policies & Summaries

Description of Funds

- **213 1997 Limited General Obligation Bond Fund - \$5,300,000 issue** – To construct a Criminal Justice Facility on “North Campus” (now known as the James M. Paulson Criminal Justice Center), move the Public Works facility on North Campus and construct a City Hall on City property on 23rd St. E. Utility taxes are the source of revenue for payment of these bonds.
- **215 2011 Limited General Obligation & Refunding Fund – \$5,835,000 Issue** – Proceeds of the Bonds will be used to (a) obtain part of the funds necessary to undertake the reconstruction of 70th Avenue East from 20th Street East to Valley Avenue East in the City; (b) refund, on a current basis and defease the City’s outstanding Limited Tax General Obligation and Refunding Bonds, 2001; and (c) pay incidental costs and costs related to the sale and issuance of the Bonds.

Capital Project Funds (300-399)

- **301 Street Construction Fund** – The street construction fund pays the capital cost of the planning, survey, design, permitting, right-of-way acquisition, construction, inspection and administration of transportation improvement projects.
- **303 Recreational & Pedestrian Capital Facilities Fund** – The purpose of this is to appropriate monies and expend them for the purposes of constructing pedestrian improvements such as crosswalks, sidewalks, pathways and similar pedestrian amenities and for capital improvements that benefit recreational services and programs. This fund is a revenue source for the property purchase portion of the 2001 Ltd. GO Bonds. The revenue source for this fund is card room gambling taxes.
- **305 Miscellaneous Capital Projects** – This fund was created to receipt the unrestricted proceeds from the sale of the real estate known as the “Gathering Place” and to account for expenditures made using these monies.

Enterprise Funds (400-499)

- **401 Water Utility Fund** – User fees generate revenue for this fund. Those funds are used to operate and maintain the City’s water utility.
- **402 Sewer Utility Fund** – User fees generate revenue for this fund. Those funds are used to operate and maintain the City’s sewer utility.
- **403 LID Bond Anticipation (BAN) Note Fund** – To segregate BAN proceeds of capitalized interest and remit the same when interest expense is paid.
- **404 Storm Drainage Utility Fund** – This fund exists for the segregation, budgeting, expenditure and accounting for monies received for the purpose of addressing storm and surface water drainage issues in order to protect public and private property, to preserve streams, wetlands and

Section II: Processes, Policies & Summaries

Description of Funds

floodways, to minimize water quality degradation from urban runoff and to ensure the sound development of property within the City to the benefit of all citizens.

- **405 Parity Revenue Bond Fund** – The purpose of this fund is to pay and secure the payment of the principal, premium, if any and interest on the Parity Bonds issued by the City. The Bond Fund consists of two accounts: (a) the Principal and Interest Account and (b) the Reserve Account. Each account is held separate and apart from the other. The purpose of the Parity Revenue Bond Fund is to pay part or all of the costs of certain capital improvements to the City's sanitary sewer system, including the improvements carried out by Utility Local Improvement District No. 98-2.
- **410 Utility Construction Fund** – This fund provides capital improvements to the City's utilities. This is funded through General Facility Charges and operating transfers from the respective utility funds.

Internal Service Funds (500-599)

- **504 Fleet Fund** – The purpose of the Fleet Fund is to provide for the acquisition, replacement, maintenance and repair of fleet vehicles for the City of Fife, all being necessary for the benefit of the public served. An internal service fund is used to account for the financing of goods or services provided by one department to other departments within the City of Fife on a cost-reimbursement basis. The original purpose of this fund was to purchase machinery & equipment for the Public Works Department. The fund has grown and developed and is now used as an Internal Service Fund providing the purchase, repair and maintenance of the City's fleet of licensed vehicles.

Fiduciary Funds (600-899) – (Not budgeted)

- **631 Payroll Clearing Fund** – This fund clears payroll for the City by remitting paychecks to employees and benefits to providers.
- **635 Non-Revenue/Non-Expenses Fund** – This fund receipts and disburses monies collected for distributing to third parties, including revenue sharing due Washington State.
- **810 Petty Cash Fund** – This fund represents money held in various petty cash boxes to facilitate cash purchases.

Section II: Processes, Policies & Summaries

Revenue Accounts

Revenues

The revenue accounts of the City are also prescribed by the BARS manual. Revenue accounts are also called Resource accounts and always start with a “3” in the Basic Account. The remaining numbers indicate the funding source for that revenue.

Basic Revenue Accounts

- 308 Beginning Fund Balance
- 310 Taxes
- 320 Licenses and Permits
- 330 Intergovernmental Revenues
- 340 Charges for Goods and Services
- 350 Fines and Penalties
- 360 Miscellaneous Revenues
- 370 Capital Contributions (Proprietary Funds Only)
- 380 Non Revenues
- 390 Other Financing Sources

Section II: Processes, Policies & Summaries

Expenditure Accounts

Expenditures

The expenditure accounts of the City are also prescribed by the BARS manual. Expenditure accounts are also called Use accounts and always start with a "5" in the Basic Account. The remaining numbers indicate the funding source for that expenditure.

Basic Expenditure Accounts

- 508 Ending Fund Balance
- 510 General Government Services
- 520 Public Safety
- 530 Utilities and Environment
- 540 Transportation
- 550 Economic Environment
- 560 Mental and Physical Health
- 570 Culture and Recreation
- 580 Non-Expenditures
- 591 Debt Service-Principal
- 592 Debt Service-Interest
- 594 Capital Expenditures-Non Street Related
- 595 Capital Expenditures-Street Related
- 597 Other Financing Uses

Section II: Processes, Policies & Summaries

Expenditure Objects

Expenditure Objects

The funds allocated in each department budget are categorized according to the following “object” expenditure classification:

- **10 Salaries and Wages**
Amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by state law or employment contracts. Includes overtime, on-call, sick, vacation and holiday paid leave.
- **20 Payroll Taxes and Benefits**
Amounts paid by the employer as part of the conditions of employment. Includes employer paid portions of Social Security Medicare, Industrial Insurance, Unemployment Insurance, Retirement and Health Insurance Benefits.
- **30 Supplies**
Amounts paid for articles and commodities purchased for consumption or resale. Includes office and operating supplies, small tools and equipment.
- **40 Services**
Amounts paid for services other than personnel which are needed by the City. Services may be provided by a public agency or private business. Includes such services as professional services (consultants), communications, travel, insurance, utility services, repairs and maintenance, membership dues and subscriptions.
- **50 Intergovernmental Services**
Amounts paid for intergovernmental purchases for specialized services typically performed by local governments.
- **60 Capital**
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. Includes all major purchases of capital assets and infrastructure.
- **70/80 Debt Service**
70 refers to the principal payment of debt and 80 for interest payments.
- **90 Transfers**
Expenditures made to other funds for services rendered.

Section II: Processes, Policies & Summaries

Financial Policies

Financial Policies

As stewards of the public's resources, the City Council and City Manager ensure sound financial management of the City over the long-term. The following set of Financial Policies provides consistent guidance to financial and budget decisions. This set of well- designed policies also provides assurances to the citizens, creditors, grantors and others interested in the City's financial condition that the city is operated in a fiscally sound and prudent manner.

Budget Policies

As required by State law and by prudent financial management, the City will biennially prepare a balanced budget where projected resources meet or exceed projected needs. Additionally to be fiscally sound the budget will:

- Fund recurring operating expense with recurring revenues so that ongoing needs are not adversely impacted by the loss of one-time revenues.
- Allow for funding one-time needs with non-recurring revenues wherever possible.
- Provide sufficient resources to the Contingency Fund so that it can reasonably respond to critical unforeseen needs of the City without requiring the City to divert resources from other important services, but not to exceed the legal maximum funding of the equivalent 37.5 cents per thousand.
- Include a five-year forecast of the City's revenues and expenses so the City Council can make current budget decisions in the context of the City's long term financial conditions.
- Establish utility rates sufficient to provide net positive operating results and to meet or exceed any revenue bond coverage requirements.

Reserve Policies

Reserves provide important protections against the regular fluctuations of local economic conditions and the month-to-month variability of revenue collections. Reasonable reserves provide the working capital needed to support City operations through these cycles and should be set at a level that can sustain City operations for the most adverse conditions that can reasonably be expected. It is most useful to define reserves as a percentage of budgeted expenses so it can be readily converted to the number of days or months the City can operate without receiving additional revenues.

The City of Fife maintains its accounting records on the cash basis of accounting where revenues and expenses are only recognized when revenues are actually received and expenses when actually paid. Therefore, to properly determine the amount of the reserve in any fund, known liabilities expected to be paid from current resources will be considered as an obligation of existing cash balances (similar to the accrual basis of accounting) so that only the unobligated portion of the cash balance is used to determine the reserve amount.

Section II: Processes, Policies & Summaries

Financial Policies

General Fund

The City will maintain an undesignated fund balance of 17% of annual budgeted General Fund expenses excluding debt service transfers (a two month reserve) in the General Fund. The General Fund may also have additional reserves.

Utilities

The Water, Sewer and Storm Drainage utilities shall maintain sufficient cash reserves to provide for seasonal variability of revenues and to allow it to operate if a bi-monthly billing cycle is disrupted for any reason.

Other Funds

The other funds of the City are used to account for restricted revenue sources provided for a specifically defined service or expense. Any reserve requirements thought prudent for operations should be determined by the City Manager as part of the budget request.

Accounting & Financial Reporting Policies

The City utilizes a “funds” accounting system wherein monies restricted for specific purposes are accounted for in separate “funds” in accordance with national accounting practices. Unrestricted monies will be accounted for in the General Fund. The City maintains its accounting system on the cash basis of accounting as permitted by the State Auditor and will use the BARS chart of accounts as required by the State Auditor. Additionally, the City complies with the systems and controls prescribed by the Office of the State Auditor who establishes procedures and records which reasonably assure safeguarding of assets and the reliability of financial reporting.

The City prepares an annual financial report using the forms prescribed by the State Auditor and is audited on a schedule determined by the State Auditor and as prescribed by State law. The City may, from time-to-time, arrange for additional audits when considered beneficial to the City’s operations. The State Auditor is required to examine the affairs of all local governments at least once every three years. The City is audited annually. The examination must include, among other things, the financial condition and resources of the City, whether the laws and constitution of the State are being complied with, the methods and accuracy of the accounts and reports of the City, and federally funded programs (grants) as required for a “single audit” under OMB A-133. Reports of the auditor’s examinations are required to be filed in the Office of the State Auditor and in the finance department of the City. The State Auditor last audited the City’s financials for fiscal year ended December 31, 2011 and received a clean audit with no significant findings of fact. Additionally, the Finance Director prepares quarterly financial reports showing the budget versus actual revenues and actual expenses and projecting year end results for the General Fund and each utility fund.

Debt Policies

The City’s ability to pledge its revenues in support of debt is a valuable “tool” for providing essential public services, but can threaten the City’s financial flexibility and the City’s credit rating if not use prudently. Excessive use of debt can also create an onerous tax burden on city property owners. Therefore, the City adopts the following policies to guide its use of debt:

Section II: Processes, Policies & Summaries

Financial Policies

- Debt will not be used to fund operating expenses, but will be used solely to fund capital expenses (which can include city costs associated with the capital project) and long-term obligations.
- Utility debt will be secured solely by the revenues of the utility or by special assessments in the case of Utility Local Improvement Districts (ULID's) and will not ordinarily be secured by a general pledge of the City's revenues.
- The City will annually prepare Schedules of Long-term Debt and Constitutional Limitation of Indebtedness in the form prescribed by the State Auditor to report its debt outstanding and its compliance with State debt limits.
- The City will reserve at least 20% of its non-voted legal debt capacity to provide for emergency needs.
- Long-term debt will be structured in a manner so that the term of the debt does not exceed the expected useful life of the asset or improvement being funded.

In the event of extreme economic circumstances or natural or manmade disaster the City will modify these policies to ensure the safety and security of the community.

Investment Policy

The City will invest its cash balances in a manner designed primarily to ensure monies are available for their intended purposes when they are needed. That is, preservation of principle is the primary objective. With that objective in mind the Finance Director will invest only in investment instruments authorized by State statutes. Investments in the State Treasurer's Local Government Investment Pool (LGIP) are considered reasonably diversified because of the asset allocation policies of the "pool." Investment held directly by the City shall have maturities not exceeding four years.

City's Response to Changing Economic Conditions

In response to the pressures experienced during the current economic recession, the City made significant expenditure reductions. In late 2007, the City noticed a decline in sales tax revenue and responded by preparing a cost reduction plan, which included personnel layoffs and a hiring freeze in early 2008. Additional reductions were made in late 2008 and the 2009 Budget reflected lower revenue and expenditure levels. The Council was active in overseeing these changes and it established a policy to preserve General Fund reserves. As a direct result of these efforts and policy, the City continues to maintain healthy General Fund reserve levels. The City projects a General Fund balance of 17% of expenditures excluding debt service transfers for the year ending December 31, 2014.

Section II: Processes, Policies & Summaries

Assets, Compensated Balances and Pensions

Assets, Compensated Balances and Pensions

Cash

It is the City of Fife's policy to invest all temporary cash surpluses. The amount is included in the cash and investments shown on the statements of fund resources and uses arising from cash transactions. The interest earned on short-term investments is prorated to the various funds based upon their cash balances, while the interest earned on long-term investments is allocated to the General Fund.

Deposits

The City of Fife deposits and certificates of deposit are covered by the Federal Deposit Insurance Corporation and the Washington Public Deposit Protection Commission.

Investments

The City of Fife invests only in those types of investment instruments authorized by State law for local governments and in accordance with its investment policies. The City invests in federal agency home loan securities through brokerage agreements with Pro Equities and Vining Sparks, and a safekeeping trust account at U.S. Bank. Temporary surplus cash balances are invested through the Local Government Investment Pool (LGIP) operated on behalf of local governments by the Washington State Treasurer's Office, with the remaining monies invested overnight through a NOW account with Key Bank. The City does not invest in derivatives or similar transactions.

Capital Assets

Capital assets are the long-lived assets of the City and are recorded as expenditures when purchased.

Compensated Absences

Employees may accumulate vacation leave up to a maximum of 30 days, except for exempt employees who may accumulate above that maximum but must reduce it to 30 days by the next January 1. Upon separation from City service, employees will be paid up to a maximum of 30 days, except exempt employees who may be paid for up to 60 days.

Sick leave may be accumulated up to 1600 hours. Upon termination from City service, sick leave will be paid at the following schedule:

- 1st 50 days – 25%
- 2nd 50 days – 50%
- 3rd 50 days – 75%
- 4th 50 days – 100%

Long-term Debt

The City's long-term debt consists of several Limited Tax General Obligation Bond (LTGO) issues, a combined Water/Sewer Revenue Bond issue and Local Improvement District (LID) special assessment bond issue and several real estate contracts. The City has no voted or excess levy debt.

Section II: Processes, Policies & Summaries

Assets, Compensated Balances and Pensions

Fund Balance

The City of Fife financial policies provide for a General Fund balance reserve of 17% (two months) of annual budgeted expenditures for cash flow purposes. It is measured at year end. A Fund Balance is used to meet seasonal cash flow shortfalls, to have sufficient resources to begin the next fiscal year and to have resources to meet emergency or unanticipated expenses. Fund balance levels are dictated by cashflow requirements to support operating expenses; relative rate stability from year to year for enterprise funds; susceptibility to emergency or unanticipated expenditures; credit worthiness and capacity to support debt service requirements; legal or regulatory requirements affecting revenues, disbursements and fund balances; and reliability of outside revenues. The 2004 Water-Sewer Revenue Bonds have a reserve requirement of \$661,000 that is held in the Parity Bond Fund 405. The remaining fund reserve of \$390,300 reflects an advance from the Sewer Utility Fund 402.

Pension Plans

Substantially all City of Fife full-time and qualifying part-time employees participate in pension systems operated by the Washington State Department of Retirement Systems. These include PERS I, PERS II, PERS III, PSERS, LEOFF I and LEOFF II. These are cost sharing multiple employer public employee systems. Actuarial information is on a system-wide basis and is not considered pertinent to the City of Fife's financial statements. Contributions to the various systems by both the employer and participating employees are based upon gross wages covered by plan benefits.

Historical trend or other information regarding each plan is presented in the Washington State Department of Retirement Systems annual financial report. A copy of this report may be obtained by writing to:

State of Washington
Office of Financial Management
300 Insurance Building AQ-44
Olympia, Washington 98405-0201

Section II: Processes, Policies & Summaries

Statutory Debt Limitations

Statutory Debt Limitations

The power of the City to contract debt of any kind is controlled and limited by State law. All debt must be set forth in accordance with detailed budget procedures and paid for out of identifiable receipts and revenues. The budget must be balanced for each fiscal year. It is unlawful for an officer or employee of the City to incur liabilities in excess of budgetary appropriations.

The amount of indebtedness that a City may legally incur is limited by the Constitution and laws of the State. For State law purposes, "debt" generally includes any unconditional obligation that is generally payable from and secured by a pledge of tax revenues.

Voter-Approved Debt. As prescribed by State statutes, the unlimited tax general obligation indebtedness permitted for cities, subject to 60 percent majority vote of registered voters, at an election at which 40 percent of those who voted at the last general election cast a ballot, is limited to 2.5 percent of assessed valuation for general purposes, 2.5 percent for utilities and 2.5 percent for open space and park facilities and for economic development purposes.

Non-Voted Debt. Within the 2.5 percent of assessed valuation for general purposes, the City may, without a vote of the electors, incur general obligation indebtedness in an amount not to exceed 1.5 percent of assessed valuation. Additionally, within the 2.5 percent of assessed valuation for general purposes, the City may also, without a vote of the electors, enter into leases, if the total principal component of the lease payments together with the other non-voted general obligation indebtedness of the City, does not exceed 1.5 percent of assessed valuation. The combination of unlimited tax and limited tax general obligation debt for general purposes, including leases, cannot exceed 2.5 percent of assessed valuation and for all purposes cannot exceed 7.5 percent of assessed valuation.

Future Financing

The City will issue \$4.0 million in Consolidated Local Improvement District (CLID) bonds to refinance LID BANS not repaid by prepayments from the special-benefits property owners.

The City's Water Utility has an option to purchase land for the Holt Well capital project. The test well drilling at this site was successful and water rights have been applied for. The entire project is estimated to cost approximately \$6.0 million, with the land purchase/water rights development phase expected to cost \$1.5 million in 2013 and the water treatment facility construction phase to cost \$4.5 million in 2014. The City received two Washington State Public Works Trust Fund ("PWTF") loans to fund 90% of the cost of each phase with an interest rate of 0.5% subject to the cut, securing water rights from the Washington State Department of Ecology. These loans would be payable from the Water Utility Fund but would be secured by the City's full faith and credit and its General Fund. If the City is unsuccessful in obtaining PWTF loans for this project, it may consider issuing utility revenue bonds for the financing.

Section II: Processes, Policies & Summaries
Schedule of Future Debt Service

Schedule of Future Debt Service

The following table provides a schedule of debt service requirements for the City outstanding debt. The City has no outstanding Unlimited Tax General Obligation Bonds.

Year	GO Debt Service		Non GO Debt Service		Total Debt Service
	Limited GO Bonds	Real Estate Contract	Revenue Debt	Special Assessment Debt	
2013	\$ 1,716,399	\$ 67,679	\$ 259,979	\$ 11,797,776	\$ 13,841,833
2014	1,710,836	67,679	259,163	773,122	2,810,800
2015	1,742,100	28,200	259,506	763,854	2,793,660
2016	1,738,530		256,206	743,554	2,738,290
2017	1,711,683		257,856	713,554	2,683,093
2018	1,364,638		258,531	302,379	1,925,548
2019	1,037,538		253,281	294,904	1,585,723
2020	1,039,738		257,881	287,579	1,585,198
2021	1,041,638		257,256	290,254	1,589,148
2022	347,825		255,506	282,554	885,885
2023	349,125		257,506	988,907	1,595,538
2024	347,125		254,206	247,291	848,622
2025	349,725		246,463	170,791	766,979
2026	346,725		244,156	170,791	761,672
2027			246,456	170,791	417,247
2028			248,259	170,791	419,050
2029			244,500	170,791	415,291
2030				3,503,290	3,503,290
TOTALS	\$ 14,843,625	\$ 163,558	\$4,316,711	\$ 21,842,973	\$ 41,166,867

* Special Assessment Debt includes Consolidated Local Improvement District (CLID) #1 bonds, sold on February 1, 2013. The non-taxable issue of \$3,332,499 is interest only (subject to City bond calls), with principal due in 2030. The taxable issue of \$714,253 is due in 2023.

Section II: Processes, Policies & Summaries
Taxes

Taxes

Description	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	Budget 2014
Property Tax (1)	2,624,021	\$2,779,882	\$2,779,882	\$2,843,115	\$2,899,977
Sales Tax (1)	4,439,585	4,800,000	4,500,000	4,550,000	4,600,000
Electric Utility Franchise Fee (2)	474,849	500,000	500,000	1,000,000	1,000,000
Utility Tax (1)	802,681	802,000	802,000	1,222,521	1,345,473
Hotel Motel Taxes (3)	450,040	460,000	460,000	445,000	445,000
Real Estate Excise Taxes (4)	241,590	156,000	156,000	180,000	180,000
Other Taxes	364,417	422,553	364,275	286,000	287,000
Total Taxes	9,397,183	\$9,920,435	\$9,562,157	\$10,526,636	\$10,757,450

¹ Utility taxes were receipted directly into Debt Service Fund 213 for the payment of debt service on the City's Limited Tax General Obligation Bonds prior to 2013.

² Electric Utility Franchise Fee is an in lieu of utility tax levied on City of Tacoma Public Power Utility.

³ Hotel/Motel taxes are receipted directly into the Stadium & Convention Tax Fund 104 for tourism- related expenditures.

⁴ Real Estate Excise Tax (REET) is receipted directly into the Growth Management Fund 106 for capital-related expenditures for government facilities.

Property Taxes. The Pierce County Assessor-Treasurer is the agent to assess and collect property taxes levied in the County for all jurisdictions. Collections are distributed after month end for each month, and revenues are recognized when cash is received by the City. Delinquent taxes are considered fully collectible because a lien affixes to the property after taxes are levied. The City's regular levy for the year 2013 will be \$1.60 per thousand of assessed valuation of \$1.78 billion. The City's levy for the year 2014 is estimated to be 2% higher due to increases in the assessed value including new construction. The City does not impose any excess levies for any purpose.

Local Sales and Use Tax. The City imposes a sales and use tax as a percent of the selling price on any retail sales or use of tangible personal property delivered or used within the City, upon which the State also imposes a sales and use tax. The total sales and use tax rate in the City is currently 9.3%, of which the City receives approximately 0.85%. The increase for 2013 and 2014 are based on the 2012 forecast plus an assumed 1% annual growth rate.

Electric Utility Franchise Fee. The City has negotiated with the City of Tacoma Department of Public Utilities a franchise fee in-lieu of a utility tax. The rate is 6%, the same rate levied on investor-owned electrical utility. No material growth is expected for 2013 & 2014.

Section II: Processes, Policies & Summaries

Taxes

Utility Tax. The utility tax on gross operating revenues of both municipal-owned and investor owned utilities within the City was increased to 6% in 2013 resulting in the \$422,531 increase in revenue projected. Prior to 2013, utility taxes were: 4.5% for telephone, 4.5% for natural gas, 3.0% for electricity, 4.5% for sewer service, 4.5% for water and 4.5% for surface water. First quarter taxes are due in April so the entire tax increase will not be realized on an annual basis until the year 2014.

Hotel Motel Tax. This tax is levied on all short-term housing of less than 30 days duration.

Real Estate Excise Tax. Real estate excise tax ("REET") is levied on each sale of real property within the City at the rate of 0.50% of the selling price. By statute, the City may only use REET receipts for certain capital expenditures, and not for City operations. This revenue is volatile and hard to predict. A conservative amount has been budgeted for the 2013/2014 biennium due to the current economy.

Other Taxes. The City also collects various other taxes each totaling less than \$200,000. These include gambling and leasehold excise taxes, and an in-lieu-of property tax on Fife's City owned utilities.

Section II: Processes, Policies & Summaries
Revenues

License & Permit Revenue

Description	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	Budget 2014
Business Licenses	\$167,670	\$175,000	\$160,000	\$160,000	\$160,000
Building Related Permits	143,230	190,000	165,000	225,000	275,000
Cable TV Franchise Fee	87,438	113,281	109,006	109,000	109,000
Other Licenses & Permits	2,160	6,000	6,000	6,000	6,000
Total Licenses & Permits	\$400,498	\$484,281	\$440,006	\$500,000	\$550,000

Licenses & Permits. This revenue has been increased by \$44,000 in 2013 and \$50,000 in 2014 primarily due to higher revenue estimates for building related permits.

Intergovernmental Revenue

Description	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	Budget 2014
State Share-Sale Tax Mitigation	\$538,586	\$538,875	\$508,000	\$511,000	\$511,000
Communication Services to other Governments	309,312	310,000	310,000	483,000	492,000
Tribal Casino Impact Mitigation	1,207,953	1,231,280	1,212,000	1,212,000	1,217,000
Cap Grant-Streets	1,855,870	10,168,301	5,893,088	7,410,800	0
Cap Grant-Storm Drain	141,702	836,000	836,000	0	0
Cap Grant-Public Safety	0	268,230	268,230	0	0
Op Grant-Public Safety	181,885	223,500	223,500	0	0
State Shared-Vehicle Gas Tax	189,158	195,003	195,003	190,610	190,610
Other Intergovernmental	314,561	451,766	357,237	375,213	347,213
Total Intergovernmental	\$4,739,027	\$14,222,955	\$9,803,058	\$10,182,623	\$2,757,823

State Shared-Sale Tax Mitigation. In 2009, the City began receiving a quarterly tax distribution from the State's Sales and Use Tax Mitigation Account, established to compensate taxing jurisdictions for local revenue losses as a result of a change in sourcing provisions of a new streamlined sales and use tax agreement. Sales tax and mitigation are receipted into the General Fund 001.

Communication Services to other Governments. The City contracts with various other municipalities to provide dispatch services.

Section II: Processes, Policies & Summaries

Revenues

Tribal Casino Impact Mitigation. The City's General Fund is strengthened by receipt of \$850,000 annually per an inter-local agreement with the Puyallup Tribe. The underlying contract of \$850,000 annually remains in perpetuity to mitigate the impacts of the Puyallup Indian Tribe's Emerald Queen Casino located in the City, as provided for under federal law. In addition, the City receives an in-lieu property tax of approximately \$188,000 and an in-lieu sales and hotel/motel tax of approximately \$193,000 from the Puyallup Tribe because it purchased an existing hotel for the construction of the Emerald Queen Hotel/Casino complex. All of these monies are deposited into the General Fund as intergovernmental revenue.

Capital and Operating Grants. These grants reflect estimates provided by grantors for approved projects and timelines.

Other Intergovernmental. The City also collects various intergovernmental revenues less than \$100,000 each. Revenues include those from liquor excise taxes, Liquor Board profits, and revenues from criminal justice.

Charges for Services Revenue

Description	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	Budget 2014
Interfund Professional Services	\$1,192,366	\$1,594,836	\$1,594,836	\$1,611,000	\$1,627,000
Recreation Programs	377,948	375,500	395,500	444,000	444,000
Permitting	83,971	128,689	128,689	199,689	232,689
Court Services	110,100	146,763	146,763	112,200	112,200
Detention Services	815,397	645,032	649,867	917,650	917,650
Eng'r Services - Street Const.	347,970	0	1,167	0	0
Water Utility Charges	2,769,826	3,393,000	3,315,000	3,399,000	3,499,110
Sewer Utility Charges	3,533,564	3,556,300	3,489,900	3,489,900	3,489,900
Storm Drainage Utility Charges	701,636	711,000	702,000	706,244	706,244
Interfund Fleet Maint. Charges	307,832	345,672	345,672	345,672	345,672
Other Charges for Services	101,599	82,716	74,393	83,762	83,762
Total Charges for Services	\$10,342,209	\$10,979,508	\$10,843,787	\$11,309,117	\$11,458,227

Interfund Detention Services. The revenue estimate for 2012 reflects the loss of a 10-bed per day minimum contract with the City of Federal Way. Detention services includes revenue to house Fife prisoners as well as prisoners from municipalities that contract with Fife for detention services.

Engineering Services – Street Construction. Engineering services was for a one-time street construction project with the Puyallup Tribe across the street from its casino.

Section II: Processes, Policies & Summaries

Revenues

Utility Services – Includes the Water, Sewer and Storm Drainage utilities user fees. The Water Utility will propose a 3% rate increase take effect on January 1, 2013 and 2014.

Fines and Forfeits Revenue

Description	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	Budget 2014
Traffic Infractions	\$307,159	\$359,600	\$201,215	\$351,000	\$351,000
Red Light Photo Enforcement	2,982,057	3,000,000	2,400,000	2,300,000	2,300,000
Other Fines & Forfeits	123,603	115,500	276,583	206,500	206,500
Total Fines and Forfeits	\$3,412,819	\$3,475,100	\$2,877,798	\$2,857,500	\$2,857,500

Miscellaneous Revenue

Description	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	Budget 2014
Sale of Real Estate	\$11,340,824	\$0	\$0	\$0	\$0
Interest	\$161,872	\$81,396	\$196,396	\$118,520	\$118,435
Rents and Leases	\$142,695	\$143,300	\$143,300	\$198,574	\$198,574
Traffic/Park Impact Fees	\$869,074	\$60,000	\$60,000	\$60,000	\$60,000
ULID Property Owner Loan Payments	\$985,624	\$730,000	\$760,000	\$1,755,333	\$1,718,533
Utility General Facilities Charges	\$490,707	\$228,000	\$228,000	\$133,000	\$133,000
Interfund Fleet Lease/Miscellaneous	\$293,300	\$151,236	\$151,236	\$240,649	\$330,062
Other Miscellaneous	\$167,332	\$184,622	\$113,532	\$170,122	\$161,122
Total Miscellaneous	\$14,451,428	\$1,578,554	\$1,652,464	\$2,676,198	\$2,719,726

Traffic/Park Impact Fees. These fees are assessed at the time building permits are taken out. This revenue is volatile and hard to predict.

ULID Property Owner Loan Payments. Revenues from property owners for repayment of principal and interest on bonds sold to under the local improvement district (LID) program for ULID 2004 and CLID 2013.

Utility General Facilities Charges. Fees collected to address the impact of development on utility infrastructure.

Interfund Fleet Lease/Miscellaneous. The General Fund departments were not assessed lease charges in 2012, thereby reducing this revenue by \$155,876. Charges were reinstated at \$50,000 in 2013 and \$100,000 in 2014.

Section II: Processes, Policies & Summaries
Revenues

Other Sources

Description	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	Budget 2014
Transfers In	\$3,570,439	\$7,499,468	\$4,498,094	\$6,503,235	\$3,146,857
Loan Proceeds	\$15,970,487	\$3,418,682	\$0	\$1,500,000	\$4,500,000
Interfund Loans	\$220,000	\$3,187,691	\$1,162,000	\$0	\$0
Misc Rev - Other	\$0	\$5,000	\$0		
Total Other Sources	\$19,760,926	\$14,110,841	\$5,660,094	\$8,003,235	\$7,646,857

Transfers. Reflect financial support received from other funds for operations and maintenance, debt repayment or capital projects.

Loan Proceeds. These are interim and long-term debt issued for capital projects. On January 25, 2011, the City sold two LID bond anticipation notes. The LID2008-1 note is \$3.0 million and comes due on March 1, 2012. The LID2008-2 note is \$9.0 million and comes due on February 1, 2013. On December 27, 2011, the City sold Limited General Obligation and Refunding Bonds in the amount of \$5.9 million, of which \$3.9 million was new money. For 2012, \$3.4 million has been budgeted for loan proceeds for capital projects.

Interfund Loans. These are cash advances from other funds. The creditor fund has to be repaid when the borrower fund has excess revenues or other sources available. Actual loan amounts for 2012 are as follows:

Borrower Funds	Creditor Funds			Purpose
	Criminal Justice 107	Misc. Capital Projects 305	Sewer Utility 402	Operation
Drug Intervention Fund 110	\$ 406,000		-	Capital
Criminal Justice Fund 107		\$137,000		
Misc. Capital Projects Fund 305	-		\$ 601,910	Debt Service

Section II: Processes, Policies & Summaries

Assessed Value, New Construction and Property Tax Levy

Assessed Value, New Construction and Property Tax Levy

Actuals for Years 2011 through 2012, 2013/2014 Estimates				
	Assessed Valuation	New Construction	Levy Amount	Levy Rate Per \$ 1,000
2010	\$2,109,593,643	\$17,791,125	\$2,588,462	\$1.2270
2011	\$2,008,596,565	\$50,487,803	\$2,652,564	\$1.3206
2012	\$1,888,418,890	\$21,541,000	\$2,779,882	\$1.4721
2013	\$1,776,946,972	\$17,259,600	\$2,846,115	\$1.6000
2014(1)	\$1,812,485,625	\$17,769,470	\$2,899,977	\$1.6000

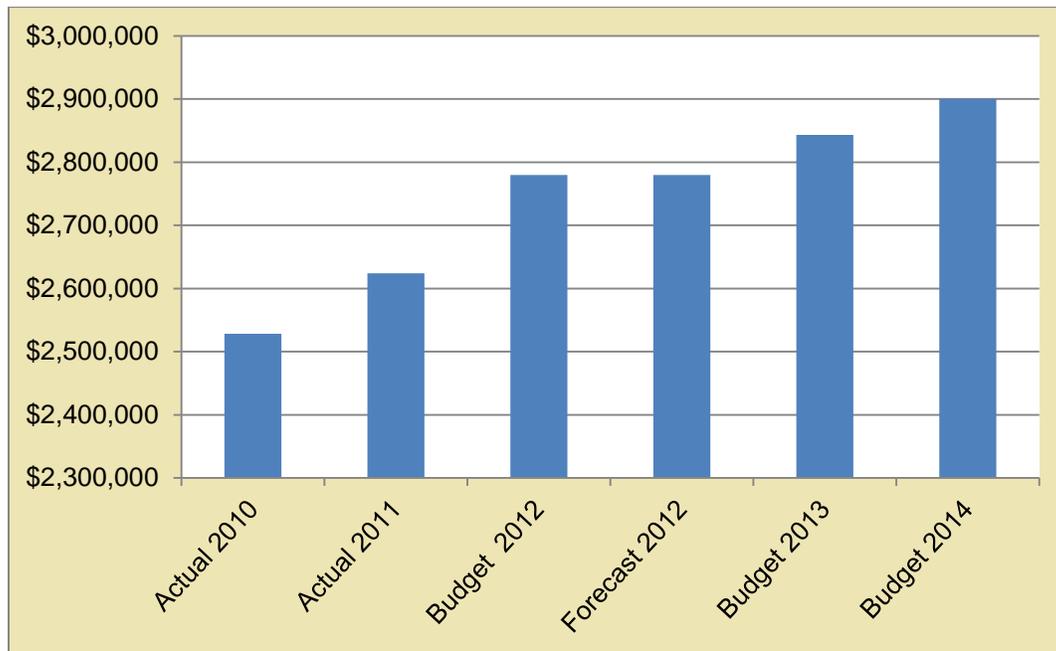
- (1) Assumes 15 increase in assessed value from new construction, and 2% increase in property taxes.



Section II: Processes, Policies & Summaries
Property Tax Annual Comparison

Property Tax Annual Comparison

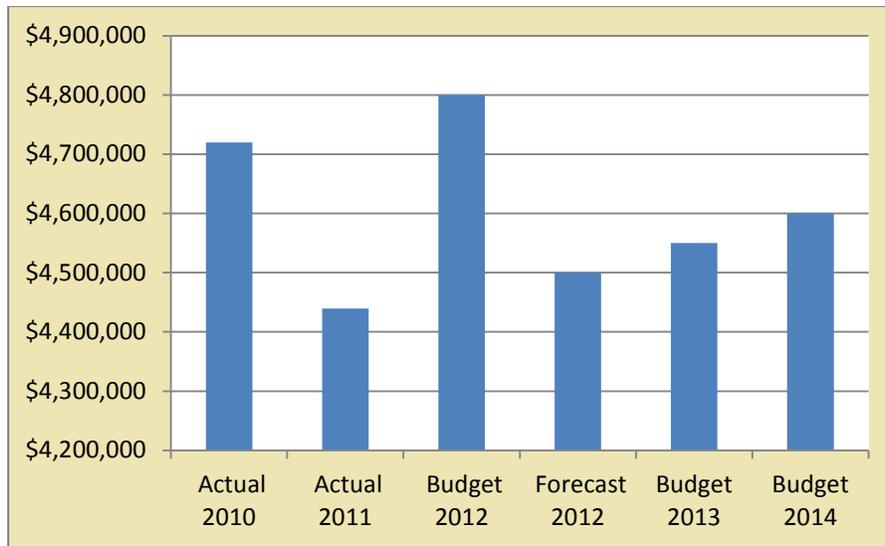
Description	Actual 2010	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	Budget 2014
Property Tax Annual Comparison	\$2,528,166	\$2,624,021	\$2,779,882	\$2,779,882	\$2,843,115	\$2,899,977



Section II: Processes, Policies & Summaries
Sales Tax Annual Comparison

Sales Tax Annual Comparison

Description	Actual 2010	Actual 2011	Budget 2012	Forecast 2012	Budget 2013	Budget 2014
Sales Tax Collected	\$4,719,633	\$4,439,585	\$4,800,000	\$4,500,000	\$4,550,000	\$4,600,000



Section II: Processes, Policies & Summaries

Sales Tax Annual Comparison

Six-Year Outlook General Fund 001 Overview

Revenue, Expenditure, and Fund Balance Assumptions 2011-2018

Introduction

The following pages contain the Six-Year Outlook for the City of Fife General Fund. The objective of this outlook is to help establish budgetary targets for the City's unrestricted revenues, namely taxes, over the next six years based on policies developed by the City Council and the City Manager.

The Six-Year Outlook identifies fund balances, revenue patterns, and expense trends which are subject to constant change. The dynamic nature of local government as well as historical precedent suggests that even the 2014 Biennial Budget will be altered several times before the close of 2014. The Six-Year Outlook is designed to help make two fundamental decisions: "Where do we want to go?" and, "How are we going to get there?" The Six-Year Outlook incorporates the City's preplanned, explicit goals as well as the means by which they may be accomplished.

One of the greatest advantages of using the Six-Year Outlook model is the opportunity to test decisions in the context of the entire General Government budget, rather than in isolation of all other future needs. The model demonstrates that resources are finite and each current budget decision must be balanced against existing and future plans and commitments.

Resources

Resources are defined as the combination of beginning fund balance and current income. Assumptions used to form the basis for anticipating resources over the next five years include a heavy reliance upon historical trends, future inflation estimates, and population growth. Other factors, such as large construction projects, changes in consumer behavior, technology changes and legislative decisions, are also considered. Revenue forecasts are intended to be best estimates, but leaning toward conservatism rather than optimism.

Expenditures

In the Six-Year Outlook, expenditures have been classified into objects of expense such as personnel, operations and maintenance, capital outlay and transfers out, as each group has differing cost escalation assumptions.

Overall Outlook for Resources and Expenditures

Historic revenues for 2011 and projections for the year 2012 through 2018. The average annual growth rate between 2013 and 2018 is forecast at 0.5%, reflecting slow growth from 2009's new lower base.

Total expenses are projected to grow during the same timeframe at an average of 2.4% per year if current trends continue without intervention. This clearly presents a warning trend concerning the ability of the City's future resources to keep pace in the years ahead with unadjusted expenditures. Because the City is prohibited from deficit spending, the City Council will make all necessary adjustments to bring expenses back into balance with available resources.

Section II: Processes, Policies & Summaries

Sales Tax Annual Comparison

By law, each biennial budget must be balanced. It is important to recognize that decisions made today, “untested” in the environment of a strategic planning process, cannot be easily undone once a commitment is made and set into motion. Therefore, while 2015 through 2018 are shown to present diverging revenue and expenditure rates as revenues are projected to grow more slowly than expenditures escalate, this is not considered to be an unsolvable problem. The City, through its Six-Year Outlook, can recognize an undesirable balance between revenue and expense trends and prepare appropriate and corrective responses well in advance. The City’s biennial budget ordinance requires that each biennial budget shall consist of two one-year financial plans. Each plan year is balanced.

Section II: Processes, Policies & Summaries
Sales Tax Annual Comparison

SIX-YEAR OUTLOOK
GENERAL FUND 001 (K)
REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE
FOR THE YEARS 2011 - 2018

Description	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Forecast 2015	Forecast 2016	Forecast 2017	Forecast 2018	Five Year Growth 2013-18
Revenues									
Taxes:									
Property Tax	\$ 2,624,021	\$ 2,779,882	\$ 2,843,115	\$ 2,899,977	\$ 2,958,000	\$ 3,017,000	\$ 3,077,000	\$ 3,139,000	10.4%
Sales Tax (G)	4,439,585	4,800,000	4,550,000	4,600,000	4,625,000	4,650,000	4,675,000	4,700,000	3.3%
Utility Taxes (A)	-	-	2,222,521	2,345,473	2,369,000	2,392,800	2,416,700	2,440,700	9.8%
Other Taxes	65,798	132,471	127,000	128,000	129,000	130,000	131,000	132,000	3.9%
Licenses & Permits (B)	398,338	478,281	494,000	544,000	449,000	449,000	449,000	449,000	-9.1%
Intergovernmental	784,117	795,947	660,838	628,838	632,838	636,838	640,838	644,838	-2.4%
Charges For Services	3,507,237	3,983,940	4,274,533	4,341,533	4,267,533	4,285,533	4,304,533	4,323,533	1.1%
Fines & Forfeits	417,547	462,600	513,000	513,000	513,000	513,000	513,000	513,000	0.0%
Miscellaneous	248,958	209,260	280,476	280,391	284,752	284,752	284,752	284,752	1.5%
Other Sources - Transfers In (C)	-	-	250,000	250,000	-	-	-	-	-100.0%
Total Revenues (D)	12,485,601	13,642,381	16,215,483	16,531,212	16,228,123	16,358,923	16,491,823	16,626,823	2.5%
Beginning Fund Balance	3,559,932	2,447,261	1,799,003	1,809,381	1,806,097	961,282	(274,953)	(1,896,554)	-205.4%
Total Resources	16,045,533	16,089,642	18,014,486	18,340,593	18,034,220	17,320,205	16,216,870	14,730,269	-18.2%
Expenditures									
Personnel	9,756,247	10,031,148	10,372,827	10,601,653	11,025,719	11,466,748	11,925,418	12,402,435	19.6%
Operations & Maintenance	3,432,770	3,167,455	3,214,386	3,303,799	3,369,875	3,437,273	3,506,018	3,576,138	11.3%
Debt Service (ULID) (F)	79,499	64,219	-	-	-	-	-	-	--N/A--
Department Capital Outlay	117,684	131,493	131,493	132,808	134,136	135,477	136,832	138,200	5.1%
Operating Transfers	212,072	716,374	770,000	785,400	801,108	817,130	833,473	850,142	10.4%
Debt Service Transfers (A) (H)	-	-	1,716,399	1,710,836	1,742,100	1,738,530	1,711,683	1,364,638	-20.5%
Total Expenditures (D)	13,598,272	14,110,689	16,205,105	16,534,496	17,072,938	17,595,159	18,113,424	18,331,554	13.1%
Ending Fund Balance	2,447,261	1,978,953	1,809,381	1,806,097	961,282	(274,953)	(1,896,554)	(3,601,285)	-299.0%
Total Uses	16,045,533	16,089,642	18,014,486	18,340,593	18,034,220	17,320,205	16,216,870	14,730,269	-18.2%
Fund Balance Detail:									
Reserved Fund Balance (E)	2,311,706	2,398,817	2,463,080	2,520,022	2,606,242	2,695,627	2,788,296	2,884,376	
Unreserved Fund Balance (Deficit) (J)	135,555	(419,864)	(653,699)	(713,925)	(1,644,960)	(2,970,580)	(4,684,850)	(6,485,661)	
Total Fund Balance (Deficit)	\$ 2,447,261	\$ 1,978,953	\$ 1,809,381	\$ 1,806,097	\$ 961,282	\$ (274,953)	\$ (1,896,554)	\$ (3,601,285)	

Notes:

- A) Prior to 2013 utility taxes were receipted to the 1997 Bond Fund 213 and transferred to other debt service funds as needed for payment of debt service. In years 2013 and on utility taxes will be receipted to the General Fund 001 and transferred to the debt service funds as needed.
- B) Includes building permits that are budgeted for increased revenue in years 2013 and 2014.
- C) Operating transfers from the Contingency Fund 105 and Ped. Rec Capital Fund 303 are \$200,000 and \$50,000, respectively for 2013 and 2014. Replacement revenue has not yet been identified for subsequent years.
- D) Five-year (2013-2018) revenue growth is 2.5% (0.5% per annum) versus expenditure growth of 13.1% (2.3% per annum). This is not sustainable beyond the year 2015.
- E) General Fund Reserved Fund Balance is 17% of budgeted expenditures excluding debt transfers, measured at year-end.
- F) The 2004 ULID assessments on City-owned parcels were paid off in 2012. See budget message for more information.
- G) The sales tax base assumed for 2012 in budgeting for 2013 and 2014 was \$4.5 million. A revised forecast of \$4.697 million was made in late 2012 for projecting 2012 ending fund balance only.
- H) The first of three outstanding general obligation bond issues is paid off in the year 2018. With sufficient revenues in place this expenditure reduction frees-up financial resources that could be used to finance general government capital projects in the future.
- I) Basis of Accounting: The City prepares its financial statements and budgets on the modified cash basis of accounting. Revenues are recognized only when cash is received and expenditures are recognized when paid. It also recognizes expenditures paid during twenty days after the close of the fiscal year for claims incurred during the
- J) One material accounts receivable from 2012 in the amount of \$850,000 was receipted in February 2013. This receivable was not reflected in budgeted beginning fund balance for 2013 (and subsequent years). This will be taken into account when the first budget amendment is made for 2013-2014. Taking this into account, unreserved fund balance is expected to remain positive through 2014. This annual contract payment from the Puyallup Tribe mitigates the impact of Tribal Casino Gaming as provided for under federal law. See General Fund charges for services revenue discussion for more information.
- K) This Six Year Outlook covers the General Fund that includes (1) operating transfers out needed pay for general government expenditures accounted for in other funds not paid for with restricted revenues (City Streets and Detention Services) and (2) debt service transfers out for limited tax general obligation debt accounted for in debt service funds. Other funds of the City are funded with legally restricted revenues (taxes, intergovernmental revenue, charges for service/utility revenues, fines and forfeits, and debt proceeds) so they are excluded.

Section III: Operating Budgets

**Section III:
Operating Budgets**

Section III: Operating Budgets
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Section III: Operating Budgets

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Section III: Operating Budgets
Financial Summaries

**Four Year Budget Comparison
by Revenue Type and Expenditure Object**

2013/2014 Operating Budget						
Description	Actual 2011	Budget 2012	Budget 2013	Budget To Budget Difference	Budget 2014	Budget To Budget Difference
Funding Sources						
Beginning Fund Balance	\$ 23,748,508	\$ 47,097,638	\$ 29,646,312	\$ (17,451,326)	\$ 21,231,757	\$ (8,414,555)
Property Tax	\$ 2,624,021	\$ 2,779,882	\$ 2,843,115	\$ 63,233	\$ 2,899,977	\$ 56,862
Sales Tax	\$ 4,439,585	\$ 4,800,000	\$ 4,550,000	\$ (250,000)	\$ 4,600,000	\$ 50,000
Utility Tax	\$ 1,277,530	\$ 1,302,000	\$ 2,222,521	\$ 920,521	\$ 2,345,473	\$ 122,952
Hotel/Motel Taxes	\$ 451,590	\$ 460,000	\$ 445,000	\$ (15,000)	\$ 445,000	\$ -
Real Estate Excise Taxes	\$ 241,590	\$ 156,000	\$ 180,000	\$ 24,000	\$ 180,000	\$ -
Other Taxes	\$ 362,867	\$ 422,553	\$ 286,000	\$ (136,553)	\$ 287,000	\$ 1,000
Total Taxes	\$ 9,397,183	\$ 9,920,435	\$ 10,526,636	\$ 606,201	\$ 10,757,450	\$ 230,814
Licenses & Permits	\$ 400,498	\$ 484,281	\$ 500,000	\$ 15,719	\$ 550,000	\$ 50,000
Intergovernmental	\$ 3,182,607	\$ 12,645,675	\$ 8,347,623	\$ (4,298,052)	\$ 904,823	\$ (7,442,800)
Charges For Services	\$ 11,901,836	\$ 12,556,788	\$ 13,144,117	\$ 587,329	\$ 13,311,227	\$ 167,110
Fines & Forfeits	\$ 3,412,819	\$ 3,475,100	\$ 2,857,500	\$ (617,600)	\$ 2,857,500	\$ -
Miscellaneous	\$ 13,966,313	\$ 1,583,554	\$ 2,676,198	\$ 1,092,644	\$ 2,719,726	\$ 43,528
Other Sources - Loan Proceeds	\$ 16,455,603	\$ 3,418,682	\$ 1,500,000	\$ (1,918,682)	\$ 4,500,000	\$ 3,000,000
Other Sources - Interfund Loans	\$ 220,000	\$ 3,187,691	\$ -	\$ (3,187,691)	\$ -	\$ -
Other Sources - Transfers In	\$ 3,570,438	\$ 7,499,468	\$ 6,503,235	\$ (996,233)	\$ 3,146,857	\$ (3,356,378)
Total Funding Sources	\$ 86,255,805	\$101,869,312	\$ 75,701,621	\$ (26,167,691)	\$ 59,979,340	\$ (15,722,281)
Uses of Funding Sources						
Personnel	\$ 12,738,223	\$ 13,249,543	\$ 13,459,652	\$ 210,109	\$ 13,657,320	\$ 197,668
Operations & Maintenance	\$ 7,651,699	\$ 8,847,750	\$ 8,230,532	\$ (617,218)	\$ 8,484,445	\$ 253,913
Water Purchases	\$ 1,244,387	\$ 1,586,000	\$ 1,523,828	\$ (62,172)	\$ 1,609,852	\$ 86,024
Sewer Treatment	\$ 1,856,118	\$ 2,075,000	\$ 2,116,500	\$ 41,500	\$ 2,158,830	\$ 42,330
Debt Service	\$ 2,772,984	\$ 5,787,120	\$ 3,750,095	\$ (2,037,025)	\$ 3,685,768	\$ (64,327)
Debt Service - Bond Call	\$ 350,000	\$ 600,000	\$ -	\$ (600,000)	\$ -	\$ -
Department Capital Outlay	\$ 117,684	\$ 423,800	\$ 215,740	\$ (208,060)	\$ 155,570	\$ (60,170)
Capital Program	\$ 8,636,634	\$ 31,955,952	\$ 18,670,283	\$ (13,285,669)	\$ 4,765,514	\$ (13,904,769)
Debt Transfer	\$ 1,281,510	\$ 1,368,238	\$ 1,976,378	\$ 608,140	\$ 1,970,816	\$ (5,562)
Capital Transfer	\$ 2,000,000	\$ 5,265,000	\$ 3,350,000	\$ (1,915,000)	\$ -	\$ (3,350,000)
Operating Transfers	\$ 288,928	\$ 866,230	\$ 1,176,856	\$ 310,626	\$ 1,195,393	\$ 18,537
Interfund Loan	\$ 220,000	\$ 2,312,000	\$ -	\$ (2,312,000)	\$ -	\$ -
Total Expenditures	\$ 39,158,167	\$ 74,336,633	\$ 54,469,864	\$ (19,866,769)	\$ 37,683,508	\$ (16,786,356)
Ending Fund Balance	\$ 47,097,638	\$ 27,532,679	\$ 21,231,757	\$ (6,300,922)	\$ 22,295,832	\$ 1,064,075
Total Appropriation	\$ 86,255,805	\$101,869,312	\$ 75,701,621	\$ (26,167,691)	\$ 59,979,340	\$ (15,722,281)

Notes:

- Budgeted beginning fund balance at 1/1/2013 reflects 2012 forecasted revenues and expenditures.

Section III: Operating Budgets

Financial Summaries

Ending Fund Balance by Fund

Fund Number	Fund	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Difference 2013-2012	Difference 2014-2013	Notes
001	General Fund	\$ 2,447,261	\$ 1,679,953	\$ 1,809,381	\$ 1,822,811	\$ 129,428	\$ 13,430	A
101	Street Operating	\$ 119,215	\$ 86,530	\$ 133,028	\$ 143,096	\$ 46,498	\$ 10,068	
102	Detention Services	\$ 49,619	\$ 49,776	\$ 165,586	\$ 186,328	\$ 115,810	\$ 20,742	
103	Public Safety	\$ 2,236,199	\$ 1,555,353	\$ 714,525	\$ 1,507,653	\$ (840,828)	\$ 793,128	B
104	Stad/Convention Tax	\$ 1,881,859	\$ 196,872	\$ 89,952	\$ 97,560	\$ (106,920)	\$ 7,608	B
105	Contingency Fund	\$ 423,254	\$ 423,654	\$ 224,054	\$ 24,454	\$ (199,600)	\$ (199,600)	C
106	Growth Mng't Fund	\$ 800,682	\$ 326,915	\$ 323,436	\$ 436,257	\$ (3,479)	\$ 112,821	A
107	Criminal Justice	\$ 251,483	\$ 183,332	\$ 88,048	\$ 80,700	\$ (95,284)	\$ (7,348)	A
108	D.A.R.E. Fund	\$ 17,252	\$ (3,684)	\$ 434	\$ 3,552	\$ 4,118	\$ 3,118	A
109	Impact & Mitigation	\$ 3,286,516	\$ 2,338,516	\$ 2,390,516	\$ 2,442,516	\$ 52,000	\$ 52,000	
110	Drug Intervention	\$ 21,661	\$ 16,598	\$ 47,535	\$ 60,075	\$ 30,937	\$ 12,540	
111	Parks Acq & Dev.	\$ 2,481,860	\$ 549,979	\$ 236,698	\$ 279,817	\$ (313,281)	\$ 43,119	B
207	St Const Bond	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
208	CLID 2008 Bond Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
209	LID Guarantee Fund	\$ 601,171	\$ 601,171	\$ 602,671	\$ 603,671	\$ 1,500	\$ 1,000	
213	1997 Ltd G.O. Bond	\$ 282,229	\$ 193,832	\$ 193,832	\$ 193,832	\$ -	\$ -	
214	2001 Ltd G.O. Bond	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
215	2011 Ltd G.O. Bond	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
301	Street Construction	\$ 4,167,136	\$ 4,145,018	\$ 99,738	\$ 57,541	\$ (4,045,280)	\$ (42,197)	B
303	Rec & Ped Cap Fac	\$ 187,414	\$ 207,614	\$ 109,989	\$ 60,089	\$ (97,625)	\$ (49,900)	C
305	Misc. Capital Projects	\$ 8,864,167	\$ 6,598,167	\$ 6,616,167	\$ 6,487,167	\$ 18,000	\$ (129,000)	B
401	Water Utility Fund	\$ 153,040	\$ 299,322	\$ 626,012	\$ 821,884	\$ 326,690	\$ 195,872	
402	Sewer Utility Fund	\$ 4,207,972	\$ 1,693,756	\$ 2,482,229	\$ 2,250,610	\$ 788,473	\$ (231,619)	A
403	2008 LID BANs Fund	\$ 186,810	\$ -	\$ -	\$ -	\$ -	\$ -	
404	Stm Drainage Utility	\$ 1,196,032	\$ 552,807	\$ 690,035	\$ 826,288	\$ 137,228	\$ 136,253	
405	Parity Bond Fund	\$ 1,457,859	\$ 873,268	\$ 969,564	\$ 1,057,009	\$ 96,296	\$ 87,445	
410	Utility Construction	\$ 10,044,396	\$ 3,425,381	\$ 1,548,569	\$ 1,633,567	\$ (1,876,812)	\$ 84,998	B
504	Fleet Fund	\$ 1,732,552	\$ 1,538,549	\$ 1,069,758	\$ 1,219,355	\$ (468,791)	\$ 149,597	B
Fund Balance December 31		\$ 47,097,638	\$ 27,532,679	\$ 21,231,757	\$ 22,295,832	\$ (6,300,922)	\$ 1,064,075	

Notes:

Reasons for reduction of fund balance greater than 0%:

- A. Current year expenditures exceed revenues.
- B. One-time capital related projects/transfers in excess of revenues and other sources.
- C. Transfer out to General Fund in 2013-2014.

Section III: Operating Budgets

General Fund – Revenue Summary

2013/2014 Budget Summary by Fund

Fund Number	Fund Name	1/1/2013 Beginning Fund Balance	2013 Revenue Adopted	2014 Revenue Adopted	2013-2014 Total Resources	2013 Expenditures Adopted	2014 Expenditures Adopted	12/31/2014 Ending Fund Balance	2013-2014 Total Appropriations
001	General Fund	\$ 1,799,003	\$ 16,215,483	\$ 16,531,212	\$ 34,545,698	\$ 16,205,105	\$ 16,517,782	\$ 1,822,811	\$ 34,545,698
Special Revenue Funds									
101	Street Operating	\$ 112,046	\$ 668,285	\$ 668,285	\$ 1,448,616	\$ 647,303	\$ 658,217	\$ 143,096	\$ 1,448,616
102	Detention Services	\$ 111,253	\$ 1,388,768	\$ 1,388,768	\$ 2,888,789	\$ 1,334,435	\$ 1,368,026	\$ 186,328	\$ 2,888,789
103	Public Safety	\$ 2,955,553	\$ 3,961,800	\$ 2,301,000	\$ 9,218,353	\$ 6,202,828	\$ 1,507,872	\$ 1,507,653	\$ 9,218,353
104	Stadium/Convention Tax	\$ 1,941,537	\$ 461,000	\$ 461,000	\$ 2,863,537	\$ 2,312,585	\$ 453,392	\$ 97,560	\$ 2,863,537
105	Contingency Fund	\$ 423,654	\$ 400	\$ 400	\$ 424,454	\$ 200,000	\$ 200,000	\$ 24,454	\$ 424,454
106	Growth Management Fund	\$ 326,615	\$ 180,500	\$ 180,500	\$ 687,615	\$ 183,679	\$ 67,679	\$ 436,257	\$ 687,615
107	Criminal Justice Fund	\$ 93,250	\$ 164,218	\$ 164,218	\$ 421,686	\$ 169,420	\$ 171,566	\$ 80,700	\$ 421,686
108	D.A.R.E. Fund	\$ (2,684)	\$ 3,500	\$ 3,500	\$ 4,316	\$ 382	\$ 382	\$ 3,552	\$ 4,316
109	Impact & Mitigation Fund	\$ 3,338,516	\$ 52,000	\$ 52,000	\$ 3,442,516	\$ 1,000,000	\$ -	\$ 2,442,516	\$ 3,442,516
110	Drug Intervention	\$ 22,363	\$ 160,500	\$ 151,500	\$ 334,363	\$ 135,328	\$ 138,960	\$ 60,075	\$ 334,363
111	Parks Acquisition & Dev.	\$ 2,103,579	\$ 82,422	\$ 82,422	\$ 2,268,423	\$ 1,949,303	\$ 39,303	\$ 279,817	\$ 2,268,423
	Subtotal	\$ 11,425,682	\$ 7,123,393	\$ 5,453,593	\$ 24,002,668	\$ 14,135,263	\$ 4,605,397	\$ 5,262,008	\$ 24,002,668
Debt Service Funds									
207	2007 LTGO/St Const Bond	\$ -	\$ 652,605	\$ 654,205	\$ 1,306,810	\$ 652,605	\$ 654,205	\$ -	\$ 1,306,810
208	CLID 2008 Bond Fund	\$ -	\$ 1,085,333	\$ 1,048,533	\$ 2,133,866	\$ 1,085,333	\$ 1,048,533	\$ -	\$ 2,133,866
209	LID Guarantee Fund	\$ 601,671	\$ 1,000	\$ 1,000	\$ 603,671	\$ -	\$ -	\$ 603,671	\$ 603,671
213	1997 Ltd G.O. Bond Fund	\$ 193,832	\$ 387,419	\$ 385,257	\$ 966,508	\$ 387,419	\$ 385,257	\$ 193,832	\$ 966,508
214	2001 Ltd G.O. Bond Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
215	2011 Ltd G.O. Bond Fund	\$ -	\$ 676,375	\$ 671,375	\$ 1,347,750	\$ 676,375	\$ 671,375	\$ -	\$ 1,347,750
	Subtotal	\$ 795,503	\$ 2,802,732	\$ 2,760,370	\$ 6,358,605	\$ 2,801,732	\$ 2,759,370	\$ 797,503	\$ 6,358,605
Capital Project Funds									
301	Street Construction Fund	\$ (244,858)	\$ 9,100,000	\$ -	\$ 8,855,142	\$ 8,755,404	\$ 42,197	\$ 57,541	\$ 8,855,142
303	Rec & Ped Cap Fac Fund	\$ 159,889	\$ 100	\$ 100	\$ 160,089	\$ 50,000	\$ 50,000	\$ 60,089	\$ 160,089
305	Misc. Capital Projects Fund	\$ 6,745,167	\$ 6,000	\$ 6,000	\$ 6,757,167	\$ 135,000	\$ 135,000	\$ 6,487,167	\$ 6,757,167
	Subtotal	\$ 6,660,198	\$ 9,106,100	\$ 6,100	\$ 15,772,398	\$ 8,940,404	\$ 227,197	\$ 6,604,797	\$ 15,772,398
Enterprise Funds									
401	Water Utility Fund	\$ 410,822	\$ 3,409,200	\$ 3,509,310	\$ 7,329,332	\$ 3,194,010	\$ 3,313,438	\$ 821,884	\$ 7,329,332
402	Sewer Utility Fund	\$ 2,626,756	\$ 3,524,900	\$ 3,524,900	\$ 9,676,556	\$ 3,669,427	\$ 3,756,519	\$ 2,250,610	\$ 9,676,556
403	2008 LID BANs Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
404	Storm Drainage Utility Fund	\$ 543,807	\$ 707,000	\$ 707,000	\$ 1,957,807	\$ 560,772	\$ 570,747	\$ 826,288	\$ 1,957,807
405	Parity Bond Fund	\$ 903,268	\$ 936,980	\$ 936,164	\$ 2,776,412	\$ 870,684	\$ 848,719	\$ 1,057,009	\$ 2,776,412
410	Utility Construction Fund	\$ 2,924,023	\$ 1,637,000	\$ 4,637,000	\$ 9,198,023	\$ 3,012,454	\$ 4,552,002	\$ 1,633,567	\$ 9,198,023
	Subtotal	\$ 7,408,676	\$ 10,215,080	\$ 13,314,374	\$ 30,938,130	\$ 11,307,347	\$ 13,041,425	\$ 6,589,358	\$ 30,938,130
Internal Service Funds									
504	Fleet Fund	\$ 1,557,250	\$ 592,521	\$ 681,934	\$ 2,831,705	\$ 1,080,013	\$ 532,337	\$ 1,219,355	\$ 2,831,705
Total All Funds		\$ 29,646,312	\$ 46,055,309	\$ 38,747,583	\$ 114,449,204	\$ 54,469,864	\$ 37,683,508	\$ 22,295,832	\$ 114,449,204

Section III: Operating Budgets
Financial Summaries

Total Budget for 2013, All Funds

	General Fund	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Total
Funding Sources							
Beginning Fund Balance	\$ 1,799,003	\$ 11,425,682	\$ 795,503	\$ 6,660,198	\$ 7,408,676	\$ 1,557,250	\$ 29,646,312
Taxes						\$ -	\$ -
Property Tax	\$ 2,843,115	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,843,115
Sales Tax	\$ 4,550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,550,000
Utility Tax	\$ 2,222,521	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,222,521
Hotel/Motel Taxes	\$ -	\$ 445,000	\$ -	\$ -	\$ -	\$ -	\$ 445,000
Real Estate Excise Taxes	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000
Other Taxes	\$ 127,000	\$ 159,000	\$ -	\$ -	\$ -	\$ -	\$ 286,000
Licenses & Permits	\$ 494,000	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 500,000
Intergovernmental	\$ 660,838	\$ 1,936,785	\$ -	\$ 5,750,000	\$ -	\$ -	\$ 8,347,623
Charges For Services	\$ 4,274,533	\$ 929,012	\$ -	\$ -	\$ 7,594,900	\$ 345,672	\$ 13,144,117
Fines & Forfeits	\$ 513,000	\$ 2,303,500	\$ -	\$ -	\$ 41,000	\$ -	\$ 2,857,500
Miscellaneous	\$ 280,476	\$ 243,240	\$ 1,086,333	\$ 6,100	\$ 813,200	\$ 246,849	\$ 2,676,198
Other Financing Sources	\$ 250,000	\$ 926,856	\$ 1,716,399	\$ 3,350,000	\$ 1,759,980	\$ -	\$ 8,003,235
Total Funding Sources	\$ 18,014,486	\$ 18,549,075	\$ 3,598,235	\$ 15,766,298	\$ 17,623,756	\$ 2,149,771	\$ 75,701,621
Uses of Funding Sources							
General Government	\$ 4,414,740	\$ 193,418	\$ -	\$ -	\$ -	\$ -	\$ 4,608,158
Security of Persons & Property	\$ 5,844,589	\$ 2,693,049	\$ -	\$ -	\$ -	\$ -	\$ 8,537,638
Utilities & Environment	\$ -	\$ -	\$ -	\$ -	\$ 7,067,560	\$ -	\$ 7,067,560
Transportation	\$ 697,973	\$ 675,226	\$ -	\$ 100,000	\$ -	\$ 345,513	\$ 1,818,712
Economic Environment	\$ 907,584	\$ 320,372	\$ -	\$ 125,000	\$ -	\$ -	\$ 1,352,956
Culture & Recreation	\$ 1,783,327	\$ 69,303	\$ -	\$ -	\$ -	\$ -	\$ 1,852,630
Debt Service	\$ -	\$ 67,679	\$ 2,801,732	\$ 10,000	\$ 870,684	\$ -	\$ 3,750,095
Capitalized Expenditures	\$ 70,493	\$ 4,036,790	\$ -	\$ -	\$ 3,109,124	\$ 734,500	\$ 7,950,907
Street Construction	\$ -	\$ 2,372,570	\$ -	\$ 8,655,404	\$ -	\$ -	\$ 11,027,974
Other Financing Uses	\$ 2,486,399	\$ 3,706,856	\$ -	\$ 50,000	\$ 259,979	\$ -	\$ 6,503,234
Total Expenditures	\$ 16,205,105	\$ 14,135,263	\$ 2,801,732	\$ 8,940,404	\$ 11,307,347	\$ 1,080,013	\$ 54,469,864
Ending Fund Balance	\$ 1,809,381	\$ 4,413,812	\$ 796,503	\$ 6,825,894	\$ 6,316,409	\$ 1,069,758	\$ 21,231,757
Total Appropriation	\$ 18,014,486	\$ 18,549,075	\$ 3,598,235	\$ 15,766,298	\$ 17,623,756	\$ 2,149,771	\$ 75,701,621

Section III: Operating Budgets
Financial Summaries

Total Budget for 2014, All Funds

	General Fund	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Total
Funding Sources							
Beginning Fund Balance	1,809,381	4,413,812	796,503	6,825,894	6,316,409	1,069,758	21,231,757
Taxes						-	-
Property Tax	2,899,977	-	-	-	-	-	2,899,977
Sales Tax	4,600,000	-	-	-	-	-	4,600,000
Utility Tax	2,345,473	-	-	-	-	-	2,345,473
Hotel/Motel Taxes	-	445,000	-	-	-	-	445,000
Real Estate Excise Taxes	-	180,000	-	-	-	-	180,000
Other Taxes	128,000	159,000	-	-	-	-	287,000
Licenses & Permits	544,000	-	-	-	6,000	-	550,000
Intergovernmental	628,838	275,985	-	-	-	-	904,823
Charges For Services	4,341,533	929,012	-	-	7,695,010	345,672	13,311,227
Fines & Forfeits	513,000	2,303,500	-	-	41,000	-	2,857,500
Miscellaneous	280,391	234,240	1,049,533	6,100	813,200	336,262	2,719,726
Other Financing Sources	250,000	926,856	1,710,837	-	4,759,164	-	7,646,857
Total Funding Sources	18,340,593	9,867,405	3,556,873	6,831,994	19,630,783	1,751,692	59,979,340
Uses of Funding Sources							
General Government	4,531,497	197,287	-	-	-	-	4,728,784
Security of Persons & Property	5,961,481	2,752,226	-	-	-	-	8,713,707
Utilities & Environment	-	-	-	-	7,282,121	-	7,282,121
Transportation	711,933	686,940	-	-	-	350,337	1,749,210
Economic Environment	925,736	433,392	-	125,000	-	-	1,484,128
Culture & Recreation	1,818,995	39,303	-	-	-	-	1,858,298
Debt Service	-	67,679	2,759,370	10,000	848,719	-	3,685,768
Capitalized Expenditures	71,903	68,577	-	-	4,650,606	182,000	4,973,086
Street Construction	-	-	-	42,187	-	-	42,187
Other Financing Uses	2,496,237	359,993	-	50,000	259,979	-	3,166,209
Total Expenditures	16,517,782	4,605,397	2,759,370	227,187	13,041,425	532,337	37,683,498
Ending Fund Balance	1,822,811	5,262,008	797,503	6,604,807	6,589,358	1,219,355	22,295,842
Total Appropriation	18,340,593	9,867,405	3,556,873	6,831,994	19,630,783	1,751,692	59,979,340

Section III: Operating Budgets

Financial Summaries

Four Year Comparison by Fund

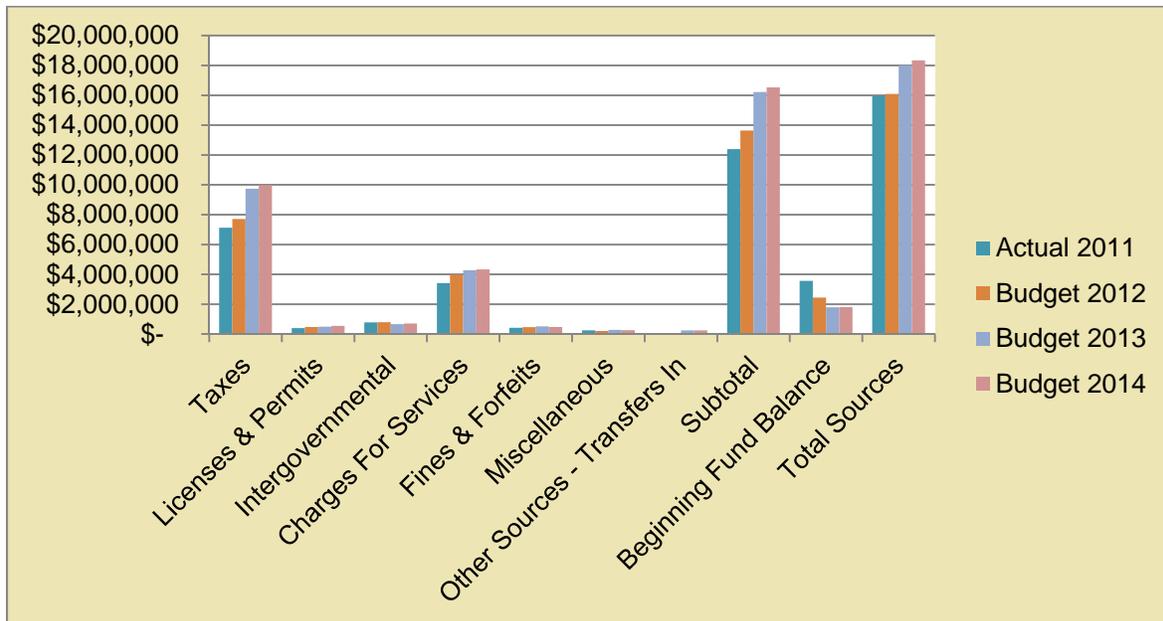
	REVENUES				EXPENDITURES			
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Actual 2011	Budget 2012	Budget 2013	Budget 2014
General Fund 001	\$ 12,485,601	\$ 13,642,381	\$ 16,215,483	\$ 16,531,212	\$13,189,017	\$14,409,689	\$16,205,105	\$16,517,782
Special Revenue								
Street Operating 101	350,918	607,713	668,285	668,285	580,587	640,398	647,303	658,217
Detention Services 102	1,077,678	1,135,524	1,388,768	1,388,768	1,063,477	1,135,367	1,334,435	1,368,026
Public Safety 103	2,985,995	3,084,950	3,961,800	2,301,000	3,101,427	3,765,796	6,202,828	1,507,872
Stadium/Conv. Tax 104	2,249,174	468,500	461,000	461,000	535,678	2,153,487	2,312,585	453,392
Contingency 105	824	400	400	400	-	-	200,000	200,000
Growth Management 106	243,268	173,912	180,500	180,500	410,684	647,679	183,679	67,679
Criminal Justice 107	175,220	522,052	164,218	164,218	314,446	590,203	169,420	171,566
D.A.R.E. 108	6,523	7,500	3,500	3,500	27,093	28,436	382	382
Impact & Mitigation 109	870,559	52,000	52,000	52,000	166,382	1,000,000	1,000,000	-
Drug Intervention 110	309,802	336,500	160,500	151,500	248,936	341,563	135,328	138,960
Park Acq. & Dev. 111	786,133	82,422	82,422	82,422	199,468	2,014,303	1,949,303	39,303
Total Special Revenue	9,056,094	6,471,473	7,123,393	5,453,593	6,648,178	12,317,232	14,135,263	4,605,397
Debt Service								
2007 Ltd. G.O. Bond 207	652,405	655,405	652,605	654,205	652,405	655,405	652,605	654,205
2013 CLID Bond 208	-	-	1,085,333	1,048,533	-	-	1,085,333	1,048,533
LID Guarantee 209	601,171	-	1,000	1,000	-	-	-	-
1997 Ltd. G.O. Bond 213	1,278,936	1,302,200	387,419	385,257	1,353,803	1,390,597	387,419	385,257
2001 Ltd. G.O. Bond 214	363,072	-	-	-	363,072	-	-	-
2011 Ltd. G.O. Bond 215	-	446,300	676,375	671,375	-	446,300	676,375	671,375
Total Debt Service	2,895,584	2,403,905	2,802,732	2,760,370	2,369,280	2,492,302	2,801,732	2,759,370
Capital Project								
Street Construction 301	8,105,296	19,651,983	9,100,000	-	4,417,090	19,674,101	8,755,404	42,197
Rec. & Ped. Cap 303	125,839	120,200	100	100	100,000	100,000	50,000	50,000
Misc. Capital Project 305	8,864,167	1,034,691	6,000	6,000	-	3,300,691	135,000	135,000
Total Capital Project	17,095,302	20,806,874	9,106,100	6,100	4,517,090	23,074,792	8,940,404	227,197
Enterprise								
Water Utility 401	2,705,513	3,403,200	3,409,200	3,509,310	2,677,746	3,256,918	3,194,010	3,313,438
Sewer Utility 402	3,568,147	3,591,900	3,524,900	3,524,900	3,317,105	6,106,116	3,669,427	3,756,519
2008 LID BANs 403	329,272	-	-	-	142,462	186,810	-	-
Storm Drainage 404	744,164	1,548,000	707,000	707,000	560,506	2,191,225	560,772	570,747
Parity Bond 405	1,226,339	967,533	936,980	936,164	1,312,055	1,552,124	870,684	848,719
Utility Construction 410	11,745,319	1,432,000	1,637,000	4,637,000	3,595,498	8,051,015	3,012,454	4,552,002
Total Enterprise	20,318,754	10,942,633	10,215,080	13,314,374	11,605,372	21,344,208	11,307,347	13,041,425
Fleet 504	655,962	504,408	592,521	681,934	419,972	698,410	1,080,013	532,337
TOTAL	\$62,507,297	\$54,771,674	\$46,055,309	\$38,747,583	\$38,748,909	\$74,336,633	\$54,469,864	\$37,683,508

Note: Revenues do not include Beginning Fund Balances. Expenditures do not include Ending Fund Balances.

Section III: Operating Budgets
General Fund – Revenue Summary

General Fund Revenue Summary by Revenue Source

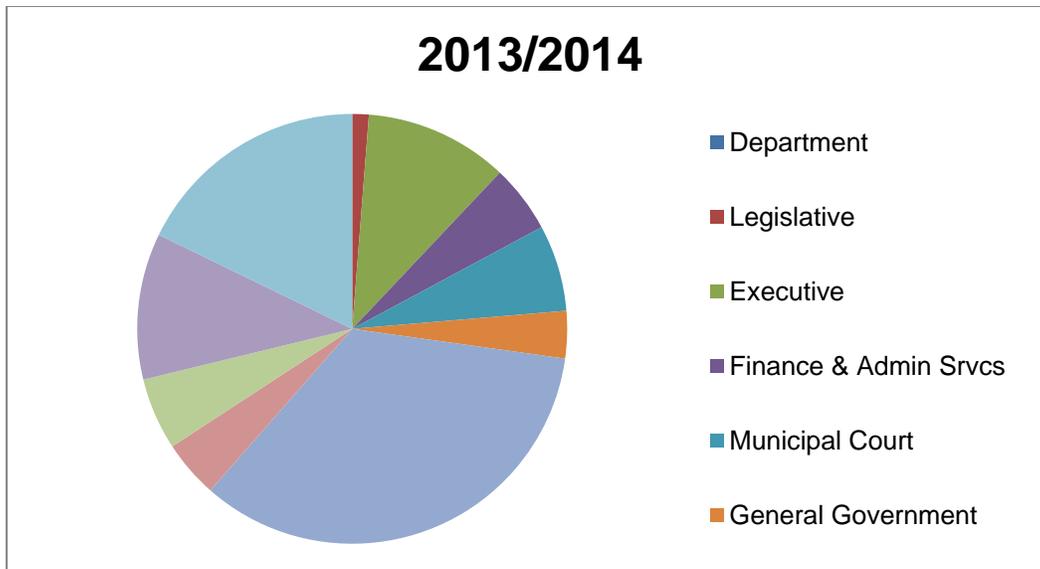
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	2013 vs 2012	
					Increase (Decrease)	Percent Change
Taxes	\$ 7,129,404	\$ 7,712,353	\$ 9,742,636	\$ 9,969,089	\$ 2,030,283	26.3%
Licenses & Permits	\$ 398,338	\$ 478,281	\$ 494,000	\$ 544,000	\$ 15,719	3.3%
Intergovernmental	\$ 784,170	\$ 795,947	\$ 660,838	\$ 702,838	\$ (135,109)	-17.0%
Charges For Services	\$ 3,416,237	\$ 3,983,940	\$ 4,274,533	\$ 4,328,533	\$ 290,593	7.3%
Fines & Forfeits	\$ 417,547	\$ 462,600	\$ 513,000	\$ 473,000	\$ 50,400	10.9%
Miscellaneous	\$ 248,958	\$ 209,260	\$ 280,476	\$ 263,752	\$ 71,216	34.0%
Other Sources - Transfers In	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	100.0%
Subtotal	\$ 12,394,655	\$ 13,642,381	\$ 16,215,483	\$ 16,531,212	\$ 2,573,102	18.9%
Beginning Fund Balance	\$ 3,559,932	\$ 2,447,261	\$ 1,799,003	\$ 1,809,381	\$ (648,258)	-26.5%
Total Sources	\$ 15,954,587	\$ 16,089,642	\$ 18,014,486	\$ 18,340,593	\$ 1,924,844	12.0%



Section III: Operating Budgets
General Fund – Expenditure Summary by Department

General Fund Expenditure Summary by Department

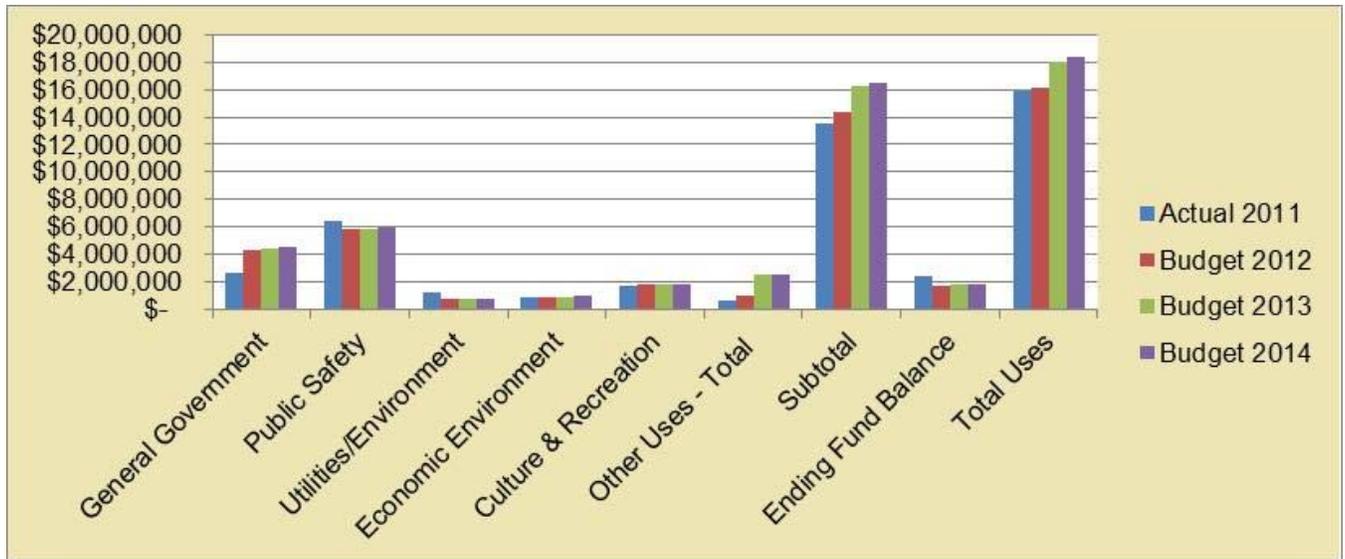
Department	Actual 2011	Budget 2012	Budget 2013	Budget 2014	2013 vs 2012		2014 vs 2013	
					Increase/Decrease	%	Increase/Decrease	%
Legislative	\$ 204,646	\$ 200,477	\$ 200,511	\$ 204,522	\$ 34	0.0%	\$ 4,011	2.0%
Executive	\$ 1,473,290	\$ 1,537,886	\$ 1,750,965	\$ 1,785,983	\$ 213,079	13.9%	\$ 35,018	2.0%
Finance & Admin Svcs	\$ 937,859	\$ 1,046,491	\$ 827,653	\$ 844,207	\$ (218,838)	-20.9%	\$ 16,554	2.0%
Municipal Court	\$ 998,644	\$ 1,009,445	\$ 1,053,328	\$ 1,074,395	\$ 43,883	4.3%	\$ 21,067	2.0%
General Government	\$ 559,237	\$ 581,191	\$ 575,901	\$ 587,419	\$ (5,290)	-0.9%	\$ 11,518	2.0%
Police	\$ 5,396,009	\$ 5,440,344	\$ 5,548,581	\$ 5,659,553	\$ 108,237	2.0%	\$ 110,972	2.0%
Engineering	\$ 715,752	\$ 671,843	\$ 697,973	\$ 711,933	\$ 26,130	3.9%	\$ 13,960	2.0%
Community Development	\$ 868,707	\$ 860,925	\$ 879,084	\$ 896,666	\$ 18,159	2.1%	\$ 17,582	2.0%
Parks, Rec & Com Services	\$ 1,710,536	\$ 1,744,368	\$ 1,783,327	\$ 1,818,995	\$ 38,959	2.2%	\$ 35,668	2.0%
Non-Departmental	\$ 642,592	\$ 1,316,719	\$ 2,887,782	\$ 2,934,109	\$ 1,571,063	119.3%	\$ 46,327	1.6%
Subtotal	\$ 13,507,272	\$ 14,409,689	\$ 16,205,105	\$ 16,517,782	\$ 1,795,416	12.5%	\$ 312,677	1.9%
Ending Fund Balance	\$ 2,447,261	\$ 1,679,953	\$ 1,809,381	\$ 1,822,811	\$ 129,428	7.7%	\$ 13,430	0.7%
Total Uses	\$ 15,954,533	\$ 16,089,642	\$ 18,014,486	\$ 18,340,593	\$ 1,924,844	12.0%	\$ 326,107	1.8%



Section III: Operating Budgets
General Fund – Expenditure by Functional Categories

General Fund Expenditure Comparison by Functional Categories

For Years 2011-2014								
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	2013 vs 2012		2014 vs 2013	
					Increase/Decrease	Percent Change	Increase/Decrease	Percent Change
General Government	\$ 2,615,795	\$ 4,249,128	\$ 4,414,740	\$ 4,531,497	\$ 165,612	3.9%	\$ 116,757	2.6%
Public Safety	\$ 6,394,653	\$ 5,782,470	\$ 5,844,589	\$ 5,961,481	\$ 62,119	1.1%	\$ 116,892	2.0%
Utilities/Environment	\$ 1,274,989	\$ 688,043	\$ 697,973	\$ 711,933	\$ 9,930	1.4%	\$ 13,960	2.0%
Economic Environment	\$ 868,707	\$ 876,225	\$ 907,584	\$ 925,736	\$ 31,359	3.6%	\$ 18,152	2.0%
Culture & Recreation	\$ 1,710,536	\$ 1,813,737	\$ 1,783,327	\$ 1,818,995	\$ (30,410)	-1.7%	\$ 35,668	2.0%
Other Uses - Total	\$ 642,592	\$ 1,000,086	\$ 2,556,892	\$ 2,568,140	\$ 1,556,806	155.7%	\$ 11,248	0.4%
Subtotal	\$ 13,507,272	\$ 14,409,689	\$ 16,205,105	\$ 16,517,782	\$ 1,795,416	12.5%	\$ 312,677	1.9%
Ending Fund Balance	\$ 2,447,261	\$ 1,679,953	\$ 1,809,381	\$ 1,822,811	\$ 129,428	7.7%	\$ 13,430	0.7%
Total Uses	\$ 15,954,533	\$ 16,089,642	\$ 18,014,486	\$ 18,340,593	\$ 1,924,844	12.0%	\$ 326,107	1.8%

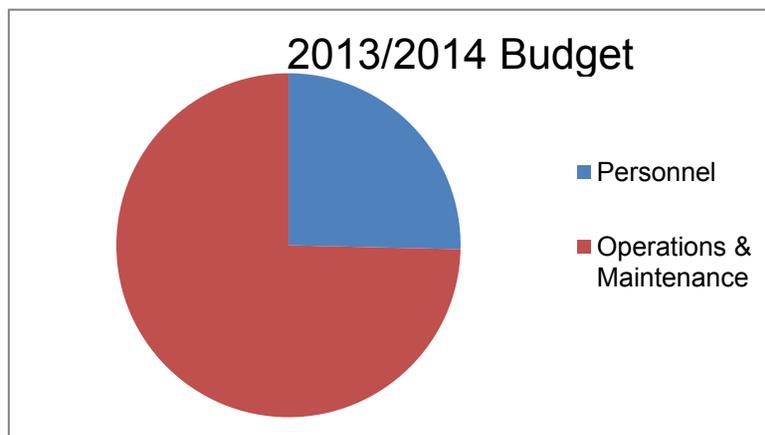


Section III: Operating Budgets
General Fund – Legislative Department

City Council

The City Council is the legislative branch of the City of Fife and establishes policy and direction for the City through the City budget, comprehensive plan, capital facility plan and other plans, resolutions and ordinances. The general powers and duties of the Council are provided in RCW Chapter 35.24 and include, in part, to organize and regulate Council activity; define the duties of City officials; fix compensation and working conditions for City employees; establish and maintain compensation systems; adopt and enforce ordinances; acquire, sell, operate, maintain and vacate public ways and real estate; provide for local social, cultural, recreational, educational, governmental, or corporate services including the operation of various utilities; powers of eminent domain, taxation, and borrowing; the granting of franchises; and other duties. The Fife City Councilmembers represent the City in numerous community and interagency organizations.

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$46,386	\$50,577	\$50,611	\$51,624	\$102,235
Operations & Maintenance	\$158,260	\$149,900	\$149,900	\$152,898	\$302,798
Total	\$204,646	\$200,477	\$200,511	\$204,522	\$405,033



Financial Notes:

- Personnel costs include seven (7) Councilmembers, including one who serves as Mayor and another as Mayor Pro Tem.

Section III: Operating Budgets

General Fund – Legislative Department

Fife Council Goals 2013:

- Maintain a style of government that is proactive, transparent, and easily accessible by the Citizens.
- Focus capital expenditures on Community Connectivity - Bringing our People Together.
 - Encourage early public involvement in the plan formulation and decision making process.
 - Further implementation of the Municipal Master Plan.
 - Continue to fill in the gaps in the City pedestrian connectivity network.
 - Continue implementation of the cross rail road right of way connector solution identified in 2012.
- Maintain established levels of service and work to increase the levels of service by capturing efficiencies and expanding partnerships.
- Continue the refinement and implementation of the economic development plan for business retention, redevelopment and recruitment.
- Design and commence implementation with key stakeholders of a transportation system that encourages people oriented development within the City while assuring the smooth flow of commerce through the City.
 - Transportation solutions must include a quality of life impact and mitigation/enhancement analysis.
 - Maintain the quality of life for Fife residents during the implementation of the Transportation System.
- Promote Intergovernmental Cooperation in Regional Planning.

Fife Council Goals 2012:

- Maintain a style of government that is proactive, transparent and easily accessible by the Citizens.
- Focus capital expenditures on community connectivity – Bringing our People Together.
 - Involve the public early in the plan formulation and decision making processes.
 - Adopt and commence implementation of municipal campus master plan.
 - Develop and implement economic development plan for business retention, redevelopment and recruitment.
 - Develop pedestrian connectivity solutions and, funding strategies and commence implementation to “Fill in the Gaps.”
 - Identify desired railroad crossing right-of-way connectors, identify funding sources and implementation strategies and commence implementation.
 - Continue through to completion Community Connectivity projects commenced in 2011.
- Maintain levels of service established in 2011.
- Continuation of 2011 Fife Council Goals.

Section III: Operating Budgets
General Fund – Legislative Department

Workload Measures (2012) Projected:

- Councilmembers attended 150 Council meeting hours per year.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percentage of Councilmember attendance at scheduled meetings.	100%	94%	100%
Average Councilmember attendance at regularly scheduled meetings including excused absences.	7	7	7
Percentage of consent items on consent agenda approved by Council.	98%	100%	98%

Section III: Operating Budgets
General Fund - Executive Department

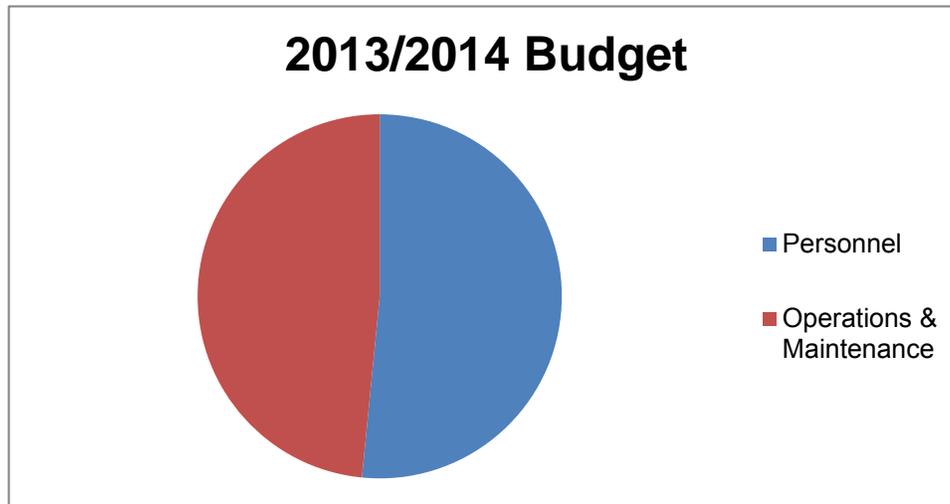
City Manager

The City Manager is responsible for implementing the adopted policies of the Mayor and City Council by coordinating City services to meet the needs of all who live, conduct business and recreate within the City of Fife. The City Manager's Office proposes policies and programs, carries out policy directives of the City Council and develops a long range view of City problems, needs, goals and objectives for consideration by the City Council. The City Manager also prepares general rules and regulations necessary for the conduct of the administrative offices and departments of the City and supervises the preparation of the City's budget and financial reports each fiscal year.



Section III: Operating Budgets
General Fund - Executive Department

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$668,558	\$627,392	\$902,801	\$920,856	\$1,823,657
Operations & Maintenance	\$760,651	\$849,494	\$848,164	\$865,127	\$1,713,291
Capital Outlay	\$44,081	\$61,000	\$0	\$0	\$0
Total	\$1,473,290	\$1,537,886	\$1,750,965	\$1,785,983	\$3,536,948



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013/14 Budget	
City Manager's Office	2.00	2.00	2.00	2.00
Human Resources	1.00	1.00	1.10	1.10
City Clerk's Office	-	-	2.90	2.90
Civil Service	0.10	0.10	0.10	0.10
Information Tech	2.50	2.50	2.50	2.50
Legal	-	-	-	-
Total	5.60	5.60	8.60	8.60

Financial Notes:

- City Clerk's Office moved to the Executive Department Budget from the Finance Department Budget effective 1/1/2013.
- Does not include Marketing and Economic Development Specialist funded from Stadium / Convention Tax Fund 104.

Section III: Operating Budgets

General Fund - Executive Department

2012 Key Accomplishments:

- Made enhanced transparency of City government a priority by seeing to the implementation of several improvements, including this document.
- Initiated concerted economic development plan efforts.
- Worked with Council and staff to develop project to improve connectivity.
- Realigned fiscal approach to budgeting and use of fund reserves.
- Developed solutions to funding of 2012 capital projects.
- Successfully managed media relations on complex issues.

2013 Department Goals:

- Develop a style of government that is proactive, transparent and easily accessible by the citizens.
 - Develop and organize financial tools to provide documents at the project level that are easily useable, timely, and are comprehensive in detail for scope, implementation schedule and budgetary purposes.
 - Provide a budget document that is all inclusive, including narrative at the department and major project level so that it provides greater information level to the casual user.
- Continued improvement to City budget process, budget document, and Capital Improvement Plan.
- Expand quarterly financial report to include capital project update for the 2nd and 4th quarter reports.
- Complete Springbrook software update and implementation.
- Evaluation of major cost centers within Quarter 1 and Quarter 2; e.g. Detention, Dispatch, etc.
- Implement budget.
- Be responsive to legislative changes from Special or Regular Sessions.
- Assist City Council to update Council goals and mission statement.
- Enhance the city's website to provide for a user friendly and informative experience by the public, increasing the content to enhance transparency in the decision making process.
 - Continued upgrades to web site content.
 - Redesign website to new look, better organized, and more easily maneuverable for the user.
 - Continued and enhanced efforts at Press Releases.
- Consider means and methods to increase greater public accessibility to the decision making process (televising study sessions, web-streaming and other technological options).
- Develop and consider programmatic changes to advertise future meetings and decision making processes.
- Will bring enhancement alternatives to Spring retreat.
- Develop and implement community building strategies.
 - Utilize community building considerations at a staff and Council level when developing and implementing policies and regulations.
 - Review existing land use regulations to encourage community building on a city and neighborhood level.
- Community building strategies will be a discussion point at the Spring retreat.

Section III: Operating Budgets

General Fund - Executive Department

- Review programming in parks and recreation department to assure that the focus is on meeting community needs and enhancing a sense of community.
 - Continued improvements to Recreational programming, youth and seniors.
 - Expand offerings to at-risk youth.
- Consider and develop concepts for a multiuser central core area campus utilizing both public and private sector resources and facilities either on publicly or privately owned land.
 - Demo Kinoshita buildings.
 - Consolidate Parks Maintenance operations in buildings East of City Hall.
 - Construct storage facility at CJC.
 - Explore long term possibility for joint maintenance facility with FSD.
- Determine appropriate levels of service for public safety and identify appropriate funding and implementation strategies.
 - Review Emergency Aid and Fire response times and suggest acceptable solution.
 - Review Fire and EMS response to identify deficiencies, take appropriate action.
 - Reevaluate Interlocal Agreement with Fire District 10 – include Lane v. City of Seattle resolution.
 - Review photo enforcement policy. Continued administration of the program. Review effectiveness with respect to safety.
 - Review and communicate to the citizens flooding and emergency preparedness options, including evacuation routes, means and methods.
 - As part of Web Site redesign, make information easier to find.
 - Explore with FSD outreach effort in Quarter 1.
 - Review Hotel area public safety service level needs.
 - Continue FPD Hotel program.
 - Now that the program has been reestablished, work with groups to address location specific issues identified and outreach on general issues, alerts, fraud, education etc.
- Identify funding solutions for major projects - Project- 70th and Valley Avenue.
 - Seek last gap federal funding.
 - Implement Long Term General Obligation Bond.
 - Consider delaying other projects/program and shifting funds (example is overlay program).
 - Report to Council at July/August retreat on options.
 - Seek additional contribution from existing or new funding partners.
 - Adjust from earmark to “phonemark” environment.
- Project - Levee Road (Frank Albert to 54th Ave).
 - Determine appropriate design solution for Levee Road truck traffic and related 54th Avenue issues.
 - Explore how to increase grant funding solutions.
- Maintain a style of government that is proactive, transparent, and easily accessible by the Citizens.
- Focus Capital Expenditures on Community Connectivity – Bringing our People Together.
 - Involve the public early in the plan formulation and decision making processes. See above.
 - Adopt and commence implementation of municipal campus master plan.
 - Update campus planning.

Section III: Operating Budgets

General Fund - Executive Department

- Develop and implement economic development plan for business retention, redevelopment and recruitment.
 - Fife Centre Plan.
 - Port of Tacoma Redevelopment.
 - 20th Street Corridor.
 - Continue and enhance economic development efforts started this past Spring.
 - New Community Development Director to have Economic Development focus.
- Develop pedestrian connectivity solutions, funding strategies, and commence implementation to “Fill in the Gaps”
- Identify desired cross rail road right of way connectors, identify funding sources and implementation strategies and commence implementation
- Continue through to completion Community Connectivity projects commenced in 2011.
 - Implement 2013/2014 Capital Improvement Projects.
 - Transportation Element Update.
 - Flesh out unfunded connectivity projects.
- Maintain Levels of Service Established in 2011
 - Per 2013/2014 budgeted levels. Unless significant amendment is required due to economics or legislative impacts.

Section III: Operating Budgets *General Fund - Executive Department*

Human Resources

Division responsibilities include human resources management and Civil Service administration. Activities include recruitment and selection of employees, labor relations and negotiations with four different bargaining units, operation and maintenance of the City's civil service system, administration of the City's employee benefit program, classification and pay administration, employee relations, personnel policy development and administration, analysis and consultation, equal employment opportunity administration, compliance with Title VI of the EEO Law, coordination of the City's compliance with the American's with Disabilities Act (ADA), oversee employee training.

2012 Key Accomplishments:

- Awarded the Well City Award of Excellence from the Association of Washington Cities.
- Awarded a \$500 wellness grants from the Association of Washington Cities to be used toward employee health promotion.
- Commenced negotiations with Commissioned and Non-Commissioned Police Guilds. Negotiated medical insurance provisions with IAMAW union.
- Successfully completed the recruitment and selection process for Administrative Assistant, Building Official, Community Development Director, Financial Services Manager, Laborer, Recreation Assistant, Recreation Leader 1, Seasonal Public Works and Parks, Recreation and Community Services Workers.
- Administered mandatory training on sexual harassment and diversity.
- Administered annual Hearing Conservation testing and training.
- Established quarterly meetings for supervisors, focused on development training.

2013 Goals:

- Ensure the City of Fife attracts and retains quality candidates and employees.
- Promote effective and collaborative labor/employee relations consistent with City management directives.
- Update policies, as needed, to address organizational needs or new compliance-related matters.
- Successfully negotiate with IAMAW union and Teamsters union.

Workload Measures (2012) Projected:

- Personnel Action Forms processed: 200
- Wellness events, campaigns, trainings, speakers: 10
- Applications processed: 425
- Employee & volunteer Background Checks: 40

Section III: Operating Budgets
General Fund - Executive Department

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percentage of Non-Civil Service Recruitments completed within 60 days.	100%	80%	100%
Percentage of employee and eligible spouse participation in health questionnaire (as set by the Association of Washington Cities).	50%	43%	50%

Section III: Operating Budgets
General Fund - Executive Department

Civil Service

Civil Service is charged with the recruitment, testing, hiring and promotion of all Fife Police Department employees under the FMC 2.52. The City Manager appoints three citizens of the City of Fife to serve on the Civil Service Commission. Each Commissioner serves a six year term without compensation and cannot hold any salaried public office or engage in City employment, other than the commission duties, during their term. The Commission appoints a Secretary/Chief Examiner, who attends all Commission meetings, maintains the minutes and records of the Commission and certifies the same when required, prepares and maintains a complete record of each examination for submittal to the Commission and performs all other functions as may be assigned by the Commission.

2012 Key Accomplishments:

- Conducted Lieutenant promotional process using behavior based testing.
- Hosted Civil Service Training, 10 agencies represented in attendance.
- Civil Service Assistant attended the Annual Civil Service Conference.
- Successfully completed the recruitment and selection process for Entry Level Police Officer, Lateral Police Officer, Entry Level Corrections Officer, Lieutenant Promotional, Evidence Technician.

2013 Goals:

- Under the direction of the Commission, staff will attend training opportunities as they are identified.
- Participate in recruitment opportunities such as job fairs as relevant.

Workload Measures (2012) Projected:

- Administered five (5) written tests
- Administered five (5) oral boards
- Certified five (5) eligibility registers
- Extended one (1) eligibility register
- 9 Regular meetings
- 3 Special meetings

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Provide examination results within one week of exam.	100%	100%	100%

Section III: Operating Budgets

General Fund - Executive Department

Information Technology

The Information Technology (IT) Division maintains the computer and telephone networks for the City of Fife and Edgewood. The division is tasked with providing employees with modern technical tools and devices that increase efficiency and advance the delivery of cost effective and innovative public service. Provide internal user support to all City of Fife and Edgewood employees, council members, board members and the Police Officers of Milton, Eatonville and Normandy Park (Just over 200 users and 700 devices) with software, hardware and attached peripherals.

2012 Key Accomplishments:

- Finished consolidating Fife and Fife PD domains into a new Fife, WA domain that allowed us start to launch new features, programs, and improve our backup and redundancy capabilities.
- Made improvements to the IT ticket system used to track computer issues.
- Launched a new Website design and theme.
- Successfully negotiated with the City of Edgewood to take over their IT support.
- Working with the Finance Department we successfully deployed the new Budgeting software Power Plan.
- Passed the WCIA audit focusing on Cyber liability and Security.
- Took over the editing and upkeep for the City's Website.

2013/14 Goals:

- To complete a network assessment for the City of Edgewood.
- To install a mirrored server in Edgewood to back up critical data.
- To deploy Microsoft Lync and create internal "home pages" for each department.
- To rewrite the 90,000 words on the City's Website to be consistent with the new theme and web standards.

Workload Measures (2012) Projected:

- Responded to 2,600 help desk requests annually.
- Responded to 15 support callouts outside of normal business hours annually.
- Responded to and resolved 60 trouble tickets having to do with the City's phone system.
- Managed 45 different projects in 2012.

Section III: Operating Budgets
General Fund - Executive Department

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percent of help desk calls resolved by next business day.	95%	95%	95%
Percent of calls responded to within 20 minutes. Measured by phone contact being made with IT staff and their arrival on site if a remote fix is not possible.	100%	100%	100%
Percent of critical Microsoft updates tested for compatibility and installed by month end.	100%	100%	100%
Percent of projects completed by the estimated completion date.	95%	95%	95%

Section III: Operating Budgets
General Fund - Executive Department

Legal

The City Attorney provides accurate and timely legal advice to the City Manager, City Council, City Departments and advisory boards and commissions to improve effectiveness and minimize risk to City operations.

2012 Key Accomplishments:

- Assisted the City in negotiations on 10 right-of-way acquisitions.
- Processed 27 Public Disclosure Requests.
- Processed and completed 29 collection actions for 2011 ULID delinquencies.
- Processed 23 collection actions for 2012 ULID delinquencies.
- Represented City in PDR litigations.
- Represented City in LUPA litigation.
- Assisted the City in over 384 specific legal tasks including personnel disciplinary matters; SEPA review matters, code enforcement issues; contract drafting or review, ordinance and resolution preparation.
- Daily consultations with directors, staff, City Manager and/or council members on pending matters.
- Assist City in negotiations on pending matters as needed.
- Attended all City Council Meetings.
- Attended Civil Service, Planning Commission and other committee meetings as needed.
- Provide training to staff as needed.

2013/14 Goals:

- Advise and assist City Manager and City Council on pending litigation.
- Work with City and WSDOT on 1-5 Project.
- Process and finalize pending 2012 ULID file collection.
- Process 2013 ULID delinquent collections when assigned.
- Continue to work toward goal of 100% electronic files.
- Continue training for City personnel to keep up with ever-changing public disclosure laws, personnel, land use and other areas which affect the City.
- Complete needed right-of-way acquisitions for pending City projects.
- Negotiate new labor contracts with four bargaining groups.

Workload Measures 2013 Projected:

- It is anticipated in 2013 the City Attorney's office will assist the City with approximately 300 assigned legal tasks.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Legal Task Assignments	200	384	300

Section III: Operating Budgets

General Fund - Executive Department

Marketing & Economic Development

The office of Marketing & Economic Development exists to facilitate the recruitment, retention, stability and expansion of businesses; marketing and promotion of Fife as a tourism destination; and promotion of special events and Fife quality of life. Other responsibilities assigned to this office include, but are not limited to: website maintenance, photography, graphic design and liaison to groups and commissions.

2012 Key Accomplishments:

- Met with 24 Fife businesses for purposes of retention or expansion.
- Sent 35 welcome packets to new businesses.
- Relocation Guides updated.
- Assisted in collecting \$17,750 sponsorship dollars and in-kind donations solicited for the Harvest Festival.
- Two trade shows attended.
- Managed Fife Public Arts Commission, numerous art projects, and installed five art pieces.
- Produced three Rainier Country Fife episodes.
- 134,500 hits to City of Fife website (1/2012-10/2012).

2013 Department Goals:

- Visit 30 Fife businesses for purposes of retention and expansion
- Contact 20 businesses for possible relocation.
- Attend three tradeshow.
- Launch sports marketing effort with the Fife Chamber.
- 200,000 unique hits to new City of Fife website.

Workload Measures (2012) Projected:

- 25 Fife businesses visited for Business Retention and Expansion (BRE) meeting.
- Seven businesses solicited for relocation.
- Three collateral pieces created.
- Two trade shows attended.
- Five collateral and joint advertisements.
- Co-op with Fife Chamber for Tourism Marketing.
- Four special events per year.
- Twenty social media updates per month.
- 35 advertisements, banners, etc. created.

Section III: Operating Budgets
General Fund - Executive Department

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Meeting follow up within seven days for 90% of retention businesses visited	90%	100%	90%
Follow up within two days for 90% of relocation businesses	90%	100%	90%
Visit 30 Fife businesses for BRE meetings	83%	83%	100%
5% Increase in hotel occupancy/lodging tax rates received	100%	100%	105%
5% sales tax rates received	0%	0%	5%
8% Increase in web hits	5%	7%	8%
Attendance at special events	100%	100%	100%
Twenty social media updates per month	100%	100%	115%
Create advertisements, banners, and other promotional materials	35	35	40

Section III: Operating Budgets
General Fund - Executive Department

City Clerk

The City Clerk's Division prepares and processes City Council agendas and agenda packets; oversees the maintenance and archiving of original City records; has responsibility over the administering and issuing of City Business Licenses and the special license code; receives and processes claims and lawsuits filed against the City; processes passports; processes and maintains copies of all contracts for the City; acts as Public Records Officer and manages the enforcement of laws pertaining to public requests of records; provides assistance to citizens in participating in City government; oversees and coordinates the City-wide Records Management Program and provides responsible administrative support to the City Council and City Manager.

- **Council Support:**
 - Parliamentary
 - Agenda & Packet Preparation
 - Meeting Notices
 - Minutes

- **Public Records Officer:**
 - Citywide Records Management
 - Legal Publications
 - Fife Municipal Code Update
 - Contract Management
 - Administrative Policies – Development & Maintenance of
 - Bid Openings

- **Risk Manager:**
 - Claims & Lawsuit Acceptance & Processing
 - Coordinate claims management & insurance coverage of property with WCIA

- **Business Licensing**

- **First Responder for Citizens – Front Desk & Phone**



**Office of the
City Clerk**

Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013/14 Budget	
City Clerk	2.90	2.90	2.90	2.90
Total	2.90	2.90	2.90	2.90

Section III: Operating Budgets

General Fund - Executive Department

2012 Key Accomplishments:

- Provided packets to the Council by the Friday before the meeting.
- Sign Interlocal with State of Washington to move Business Licensing Application/ Issuance to State.
- Created electronic Council agenda packet.
- Began work on updating Laserfiche records management system to work towards placing public records on-line for public access.
- Prepared minutes in a timely manner.

2013 Goals:

- Put Public Disclosure Requests software program into place and train staff.
- Place Business Licenses with the State of Washington (June- November 2013).
- Apply for Records Grant through the State of Washington Archivist.
- Continue work with departmental records managers to ensure records are maintained in a manner consistent with the Washington State Records Retention Schedule.
- Continue to update Laserfiche with the ultimate goal of going public with records in 2014.
- Continue development of City Administrative Governance Regulations.

2014 Goals:

- Go live with Laserfiche records on-line for the public.
- Develop city-wide records management training program.

Workload Measures (2012) Projected:

- Support the City Council with efficient document processing by providing agenda packets by the Friday before the meeting.
- Maintain the official records of the City of Fife in a manner that is responsive to the public and consistent with State Law.
- Resolve all public records requests within 10 days of receipt which includes response to requestor within mandated 5-day period.
- Process Claims against the City.
- Process Passports.
- Process Business Licenses.



Section III: Operating Budgets
General Fund - Executive Department

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percentage of public records requests resolved in 10 or fewer days.	100%	97%	100%
Number of Public Records Requests Processed by City Clerk's Office	145	Unknown	Unknown
Percentage of minutes available by next regular meeting.	100%	98%	100%
Number of Ordinances processed.	51	Unknown	Unknown
Number of Resolutions processed.	52	Unknown	Unknown
Process Business Licenses within 5 – 10 business days.	100%	85%	100%
Number of Business Licenses Processed.	1346	Unknown	Unknown
Number of Passports Processed.	428	Unknown	Unknown

Section III: Operating Budgets
General Fund – Finance Department

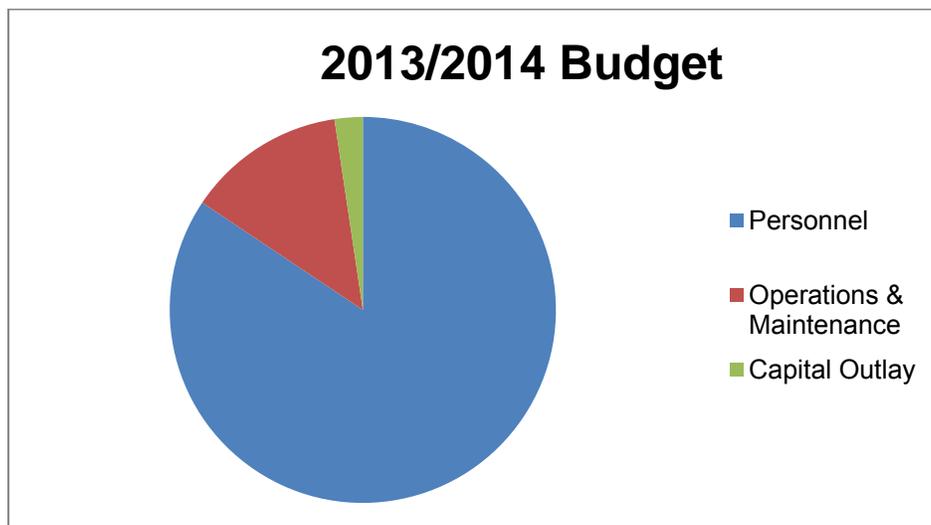
Finance Department

The Finance Department has responsibility for the care, custody and control of the City’s financial resources and provides financial services so these resources are utilized to further the City’s goals and objectives while operating within prudent financial policies.



Section III: Operating Budgets
General Fund – Finance Department

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$749,405	\$904,314	\$698,326	\$712,293	\$1,410,619
Operations & Maintenance	\$147,367	\$107,700	\$109,850	\$112,047	\$221,897
Capital Outlay	\$41,087	\$34,477	\$19,477	\$19,867	\$39,344
Total	\$937,859	\$1,046,491	\$827,653	\$844,207	\$1,671,860



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013/14 Budget	
Finance Division	7.00	7.00	7.00	7.00
Total	7.00	7.00	7.00	7.00

Section III: Operating Budgets

General Fund – Finance Department

2012 Key Accomplishments:

- Successful implementation of on-line budget system, including selection, purchase, design, start-up of system, and training of department staff on its use.
- Successful implementation of on-line payment system for use by City of Fife utility customers.
- Receipt of the 2012 distinguished budget document award from the Government Finance Officers Association.
- Receipt of a clean audit opinion from the Washington State Auditor's Office for the City's 2011 financial statements and grant awards schedule.

2013/2014 Goals:

- GFOA distinguished budget award for 2013/2014 biennial budget document.
- Clean audit opinion for the 2012 and 2013 financial statements and federal grant awards schedule.
- Implementation of additional Springbrook modules including work-orders, purchase orders and timecards.

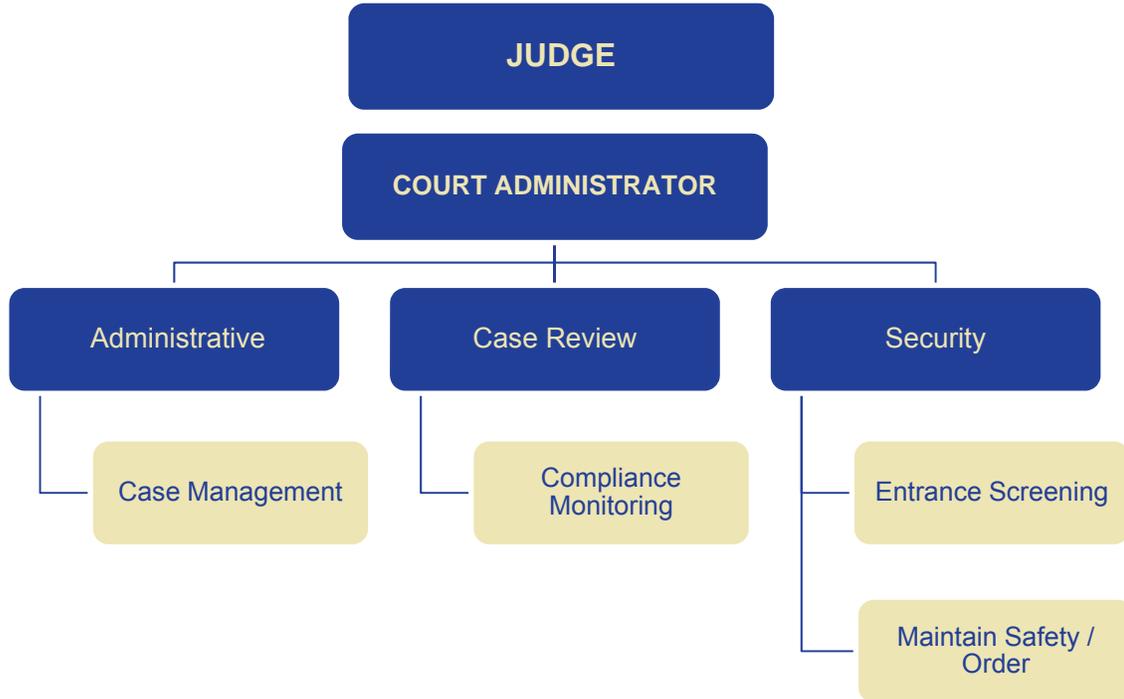
Workload Measures (2012) Projected:

- Budgeting of \$90 million in financial resources utilizing 28 funds.
- Cash receipt items totaling 28K per year resulting in approximately 950 bank deposit batches per year for total annual receipts of \$48 million.
- Cash and investments totaling \$48 million in three financial entities.
- Debt balance of \$33 million and nine outstanding debt issues.
- Utility service is billed bi-monthly, six times per year for a total 37K service billings annually totaling \$6.8 million.
- Miscellaneous billings of 420 per year totaling \$751K.
- 3,444 vendor checks to 1003 vendors totaling \$14.3 million annually.
- 92 electronic payments to seven vendors totaling \$5.5 million.
- Average of 169 timecards for full and part time employees processed per payday.
- 24 payrolls are processed per year.

Section III: Operating Budgets
General Fund – Municipal Court

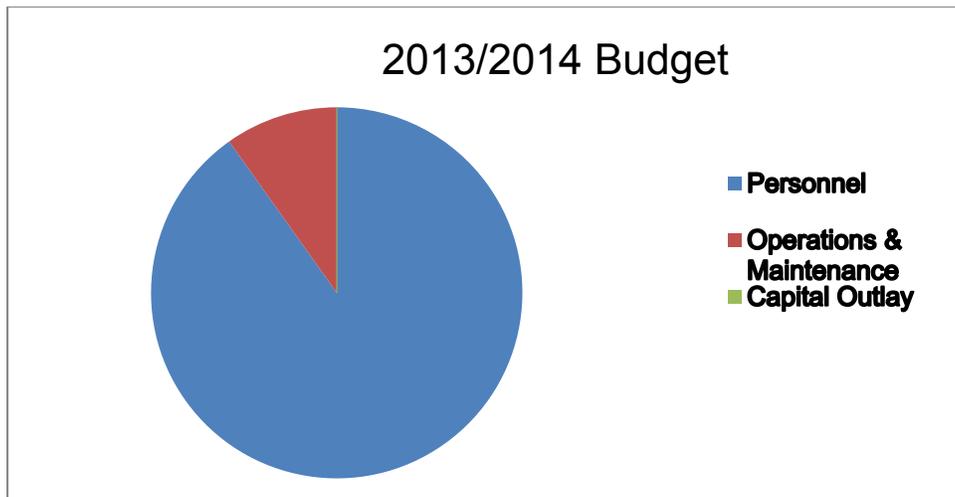
Municipal Court

The Municipal Court is the judicial branch of the City of Fife. The Court provides services related to all infraction, criminal misdemeanor and gross misdemeanor incidents and vehicle related violations that occur within the City of Fife. These may be filed with the Court by the Fife Police Department, City Prosecutor or outside law enforcement agencies. The Court is dedicated to providing the highest level of service to public.



Section III: Operating Budgets
General Fund – Municipal Court

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$921,569	\$906,629	\$949,712	\$968,707	\$1,918,419
Operations & Maintenance	\$76,164	\$102,816	\$103,616	\$105,688	\$209,304
Capital Outlay	\$911	\$0	\$0	\$0	\$0
Total	\$998,644	\$1,009,445	\$1,053,328	\$1,074,395	\$2,127,723



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013/14 Budget	
Judicial & Case Review	9.525	8.00	8.00	8.00
Court Security *	2.000	2.00	2.00	2.00
Total	11.525	10.00	10.00	10.00

*Includes one Court Security Officer and four part-time Bailiffs.

Financial Notes:

- The Municipal Court has one court clerk, one office assistant and one temporary office assistant budgeted directly in the Public Safety Fund. Two of these positions were filled in 2010 and are expected to remain filled. The office assistant and temporary office assistant are vacant at this time.

Section III: Operating Budgets

General Fund – Municipal Court

2012 Key Accomplishments:

- Negotiated a facility use agreement with WSDOT authorizing their use of the courtroom on Mondays to conduct administrative hearings
- Began the migration from filing paper tickets to filing electronic tickets
- Celebrated the court's 50th anniversary
- Cooperatively worked with the police department to establish criteria to provide a limited commission for the court bailiffs
- Worked with Redflex to resolve the post office box difficulties
- Partnered with the police department to update the Municipal Codes relating to parking
- Developed court procedures to collect traffic school fees for a newly implemented program administered by the police department
- Developed court procedures to collect fees for electronic home monitoring (EHM) a newly implemented program administered by corrections
- Effectively began the Q&A phase of the vehicle related violations (VRV) pilot we have been working on since 2009 with the Administrative Office of the Courts and Redflex which will allow the court to download photo enforcement infractions through an electronic transfer
- Processed 60 work crew applications and provided 1,164 labor hours within the city

2013/2014 Department Goals:

- Continue migration from paper files to electronic files (Council Goal #1).
- Continue to train and retain a qualified and diverse workforce.
- Use technology to increase efficiencies, enhance performance & reduce clerical workload. (Council Goal #3).
- Work with outside agencies to decrease costs and improve efficiencies.
- Continue to monitor compliance of court orders
- Seek to increase work crew capacity to accommodate demand.
- Work with IT to improve the electronic court forms available to the public on the courts' website by creating forms that have fill in the blank options (Council Goal # 1)
- Complete VRV migration
- Examine options to improve interpreter services at the clerk's window
- Continue the effort to become ADA compliant

Section III: Operating Budgets
General Fund – Municipal Court

Administration

The Administration Division includes the judicial and non-judicial functions of the court, including case management, budgeting and adjudicating all traffic, civil and criminal violations filed. Additionally, this division is responsible for the processing of photo enforcement violations

Workload Measures (2012) Projected:

- 3,408 infraction filings
- 2,208 infraction hearings held
- 4,519 infraction dispositions entered
- 120 DUI cases filed
- 1,836 other criminal filings
- 6,144 criminal hearings held
- 129 jury trials set; 0 jury trials held
- 3,132 criminal dispositions entered
- 3,186 photo enforcement hearings held
- 10,620 photo enforcement dispositions entered

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percentage of infraction cases filed within 5 days. IRLJ 2.02 (d)	100%	99%	100%
Percentage of infraction hearings conducted within 120 days from the date of the notice of infraction. IRLJ 2.6 (a)	100%	100%	100%
Percentage of criminal cases filed within 2 days after issuance, not including weekends or holidays. CrRLJ 2.1 (2); 2.1 (d)	100%	100%	100%
Percentage of criminal hearings held within time for trial rules (90 days). CrRLJ 2.1 (d) (2)	100%	100%	100%
Percentage of cases docketed within 2 business days whereby statewide access to information is made available to all Judges.	100%	98%	100%
Percent of data updated in JIS & Smartops post hearing within 1 business day.	100%	98%	100%

Section III: Operating Budgets
General Fund – Municipal Court

Case Review

The Case Review Division monitors certain defendant's compliance with pre-trial conditions of release, conditions of sentence and/or deferred prosecution. These conditions may be compliance with various types of treatment, use of electronic home monitoring, use of ignition interlock devices and other similar requirements. Additionally, this division screens the work crew applicants for eligibility to serve on a work crew.

Workload Measures (2012) Projected:

- 1,000 cases monitored monthly to ensure compliance with the Judge's order (this is a revolving caseload with new cases being added and old cases being closed out.)
- 60 applicants screened for work crew.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percentage of defendant case history checks performed weekly.	100%	100%	100%
Percentage of work crew applicants screened within one week of request.	100%	100%	100%

Section III: Operating Budgets
General Fund – Municipal Court

Security

The Security Division screens the public upon entry into the CJC for weapons, as well as maintains “order” within the courtroom and assists Corrections staff when necessary.

Workload Measures (2012) Projected:

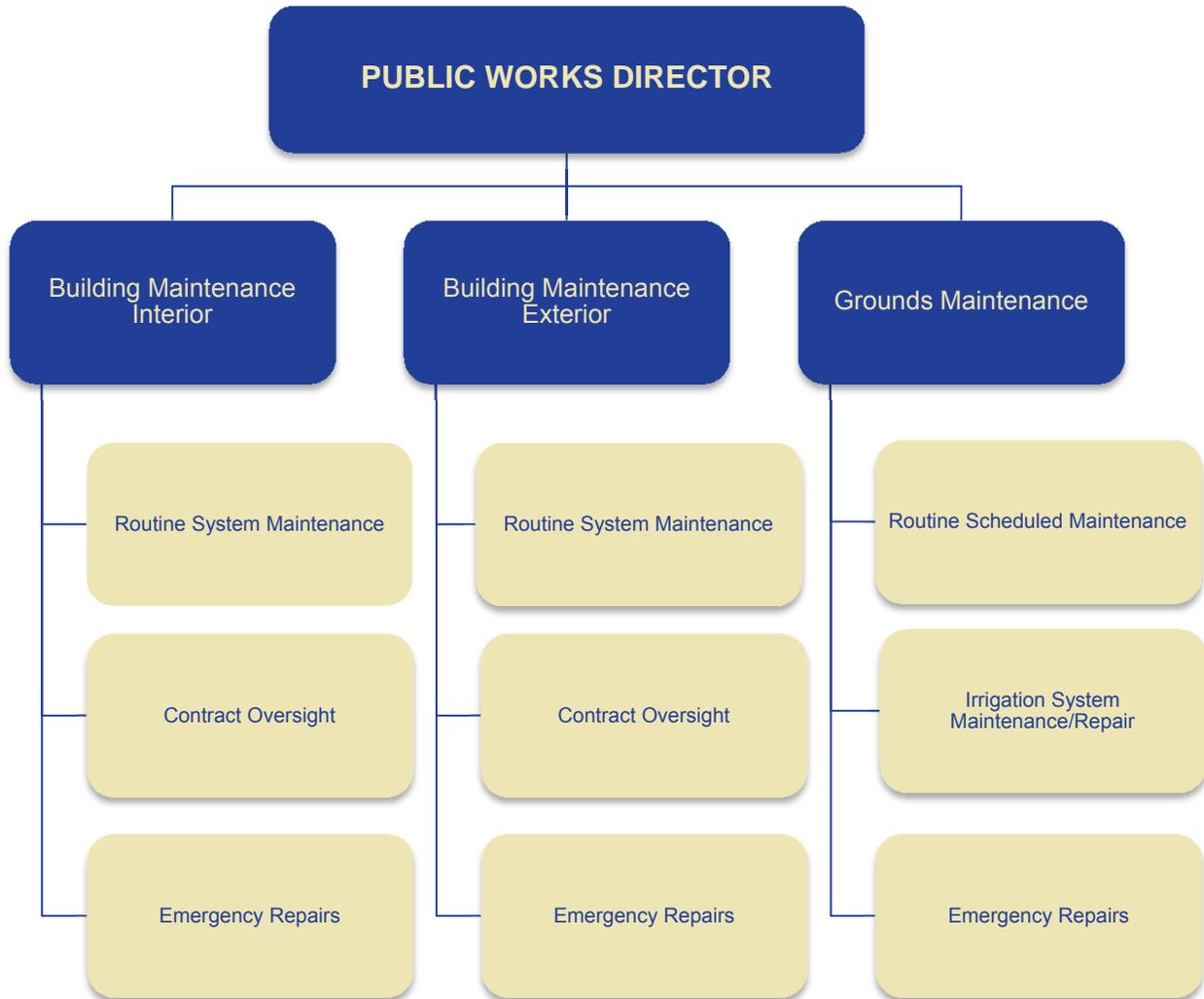
- Screened 33,544 individuals entering the CJC
- Opened and secured the CJC at the end of the day 249 times
- Calibrated the metal detector 240 times
- Provided city hall courtroom security 26 days

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percentage of individuals screened without exception as they enter the CJC.	99%	95%	99%
Percentage of time CJC building is opened and secured timely and properly.	100%	100%	100%
Percentage of time metal detector is calibrated at the beginning of shift.	100%	96%	100%



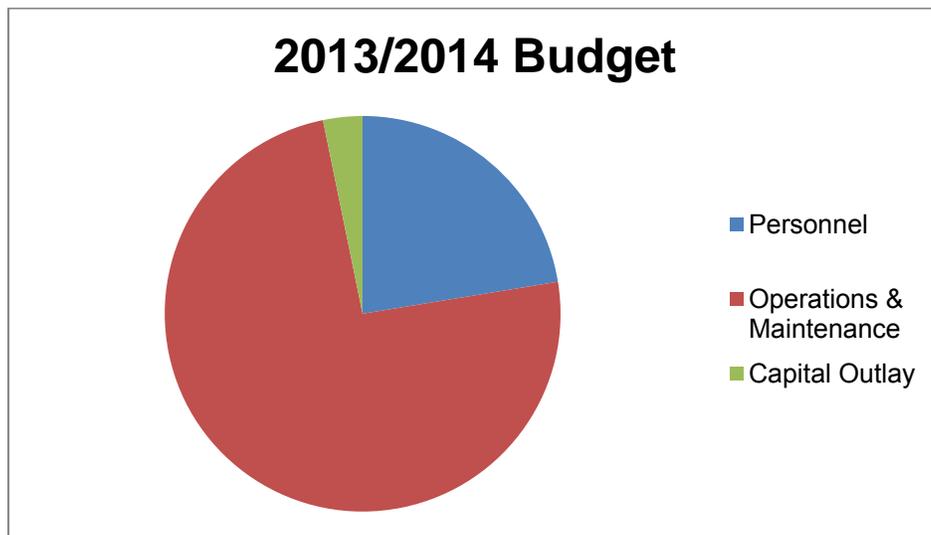
Section III: Operating Budgets
General Fund – Facilities & Grounds

Facilities and Grounds is responsible for general maintenance of City Hall, Criminal Justice buildings, Public Works buildings, Kinoshita building including HVAC, plumbing and mechanical and electrical systems, interior and exterior structural systems, new construction coordination and street lighting.



Section III: Operating Budgets
General Fund – Facilities & Grounds

Expenditures	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$124,722	\$125,693	\$129,103	\$131,685	\$260,788
Operations & Maintenance	\$421,356	\$436,982	\$428,282	\$436,848	\$865,130
Capital Outlay	\$13,159	\$18,516	\$18,516	\$18,886	\$37,402
Total	\$559,237	\$581,191	\$575,901	\$587,419	\$1,163,320



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013/14 Budget	
Buildings	0.70	1.35	1.35	1.35
Grounds	-	0.25	0.25	0.25
Total	0.70	1.60	1.60	1.60

Section III: Operating Budgets
General Fund – Facilities & Grounds

Facilities

Workload Measures (2012) Projected:

- Contract oversight for janitorial services for City Hall (10,466 GSF), CJC (18,682 GSF) and Public Works Facilities (9,832 GSF).
- Plumbing system routine maintenance and emergency repairs for City Hall (4 bathrooms, 1 kitchen), CJC (5 bathrooms, 2 locker rooms/showers, 1 kitchen), Court (3 bathrooms, 1 kitchen), Jail (8 toilet/sink pneumatic systems, 1 kitchen, 1 laundry) and Public Works (4 bathrooms, 1 shower and 2 kitchens).
- Electrical and lighting routine maintenance and emergency repairs for City Hall (182 light fixtures/ 405 lamps), CJC (310 light fixtures/ 608 lamps), Kinoshita site (11 light fixtures/21 lamps) and Facilities (103 light fixtures/ 259 lamps).
- HVAC system routine maintenance and emergency repairs for City Hall (3 roof-top units/thermal units), CJC (3 roof-top/thermal units and 2 split AC systems), Community Center (3 rooftop heat pump units) and Public Works (2 indoor heating systems, 2 air-handlers and 2 heat pump systems).
- Exterior electrical and lighting routine maintenance and emergency repairs for City Hall (26 fixtures/lamps), CJC (16 fixtures/lamps), Kinoshita site (6 fixtures/lamps) and Public Works Facilities (7 fixtures/lamps)

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Facility interiors maintained to daily standard outlined in current Janitorial contract.	100%	80%	90%
Plumbing systems fully functional on a daily basis and system faults returned to functioning status within 24 hrs.	100%	100%	100%
Electrical systems fully functional on a daily basis and system faults returned to functioning status within 24 hrs.	100%	98%	100%
HVAC fully functional on a daily basis providing comfortable interior conditions as designed with filters and screens cleaned per scheduled maintenance plan (14 filters changed monthly, 42 filters changed quarterly and 8 filters changed bi-annually).	100%	90%	100%
Exterior lighting fully functional on a daily basis to provide safe, secure illumination and system faults returned to functioning status within 24 hours of initial review.	100%	95%	100%

Section III: Operating Budgets
General Fund – Facilities & Grounds

Grounds

Provide routine scheduled mowing, trimming and pruning, general grounds clean-up and all related irrigation system appurtenances maintenance as required.

Workload Measures (2012) Projected:

- Grass mowing of all planted/maintained areas of CJC, Public Works Yard and Public Works designated acreage/open spaces and all publicly maintained ROW.
- Annual/seasonal trimming of any/all trees and shrubs of CJC, Public Works Yard and Public Works designated acreage/open spaces and all publicly maintained ROW.
- Annual /seasonal leaf/fall-type debris clean-up and removal of CJC, Public Works Yard and Public Works designated acreage/open spaces and all publicly maintained ROW.
- Irrigation system start-up, monitoring and winterization at CJC, Public Works Yard and Public Works designated acreage/open spaces and all publicly maintained ROW.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
All facility lawn area's mowed bi-weekly and all ROW lawns mowed as needed, minimum twice a month (winter once per month, or as needed).	100%	90%	100%
All shrubs and trees trimmed once yearly if necessary, any line of sight/clearance issues resolved within 1 week of report.	100%	100%	100%
All leafy debris removed as needed, any hazards/blockages removed within 48 hours of report.	100%	100%	100%
Each irrigation system fully functional beginning and through growing season, any repairs made within 48 hours of report and all systems fully winterized before first annual freeze.	100%	100%	100%

Section III: Operating Budgets
General Fund – Law Enforcement

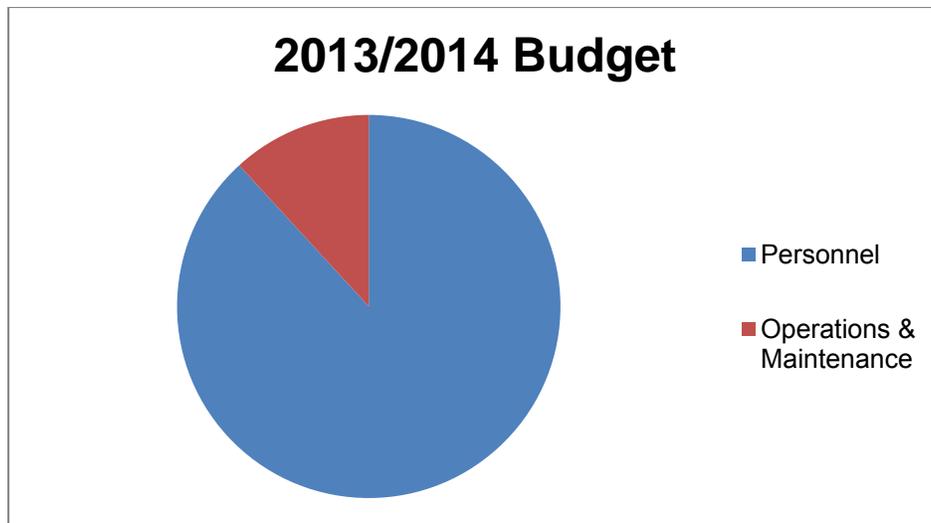
Law Enforcement

The Police department is committed to provide efficient public safety services to the citizens and the businesses of Fife. Public safety and emergency management preparedness remains a top priority for the City of Fife. Through a high level of customer service, the department works to reduce the level of crime, improve public confidence and to reduce the fear of crime. This is done through the department's commitment to serve the citizens of Fife through its community-oriented policing philosophy and its problem-oriented policing concepts to improve the quality of life in Fife by making it a place where all people can live and work safely without fear.



Section III: Operating Budgets
General Fund – Law Enforcement

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$4,553,967	\$4,770,318	\$4,864,537	\$4,961,828	\$9,826,365
Operations & Maintenance	\$823,596	\$637,526	\$651,544	\$664,575	\$1,316,119
Capital Outlay	\$18,446	\$32,500	\$32,500	\$33,150	\$65,650
Total	\$5,396,009	\$5,440,344	\$5,548,581	\$5,659,553	\$11,208,134



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013-14 Budget	
Operations	21.35	21.30	21.30	21.30
Gambling	0.35	0.35	0.35	0.35
Traffic Division	1.30	1.00	1.00	1.00
Communications	12.00	12.00	12.00	12.00
Crime Prevention	0	0	0	0
Emergency Management	0.45	0.45	0.45	0.45
Investigations	6.70	5.70	5.70	5.70
Community Policing	0	-	-	-
Total	41.80	40.80	40.80	40.80

Section III: Operating Budgets

General Fund – Law Enforcement

2012 Key Accomplishments:

- Continued ongoing upgrades to the communication center.
- Obtained equipment that was secured through a regional Port Security Grant for a new SWAT vehicle for the Cooperative Cities. (3 year + process) (Council Goal # 3).
- Developed new case follow-up system for victims of crime.
- Continued Apartment Manager and Motel Manager program-(Council Goal #2).
- Delivered business safety packets to all new Fife businesses in person.
- Increased and continued grant funding when available (Council Goal #3).
- Conducted Emergency Management exercises for City's administrative staff.
- Increased social media programs linked to Crime Mapping Program for crime analysis and citizen notification systems (Council Goal #1).
- Implemented new jail electronic home monitoring program.
- Maintained community programs (Halloween, National Night Out) while increasing community participation.
- Increased business and citizen participation in community programs (Council Goal #1).
- Instituted a reorganization of the department and responsibilities.
- Reestablished the department's Chaplaincy program.
- Implemented a Traffic Safety School in partnership with the Fife Municipal Court.
- Expanded external contracts for services in corrections and communications.
- Joined South Sound 911 collaborative efforts.
- Implemented Community Partner Program with members of the community.

2013 Department Goals:

- Continue to work with other local agencies to evaluate and regularly update public safety responses to large-scale emergencies with advanced disaster planning and incident command procedures. (Council Goal #3.)
- Continue to expand community participation through private/public partnerships.
- Continue to increase staff capabilities and promote professionalism in all interactions
- Continue leadership development and department planning.
- Continue to review and update policy and procedures to reflect current legal issues and changes.
- Continue automation efforts and integration of technology designed to improve efficiency and effectiveness of delivering police services to the community. (Council Goal #3.)
- Work towards WASPC accreditation.
- Implement new efficiency standards in evidence processing and storing.
- Implement a fleet-wide in-car camera system.
- Adoption of new policy manual and online in-service department-wide training program.
- Expand our Community Partner program.

Section III: Operating Budgets

General Fund – Law Enforcement

2014 Department Goals:

- Continue 2013 goals.
- Transition new radio infrastructure for dispatch.
- Transition and implement new radio system for officers and department fleet.
- Implement new communications software to include Computer Aided Dispatching and Records Management systems.
- Obtain department accreditation.
- Implement customer and citizen feedback system.
- Begin strategic planning for long-range planning that addresses the future needs of the department.
- Implement a random customer service reply program to allow the recipients of police services to rate officer performance and make suggestions for improvement. (Council Goal #1).
- Implement Community Partner program to gain input from citizens on ongoing basis. (Council Goal #1).
- Work toward completion of policy development and obtaining accreditation.
- Evaluate and expand business plans for Detention Services and Dispatch.
- Maintain current level of service to citizens and businesses.



Section III: Operating Budgets
General Fund – Law Enforcement

Administration and Operations Services

This Division has the responsibility of running the department. This includes not only the day to day operations, but also the short term and long term planning and logistics. This division includes the Chief of Police, Assistant Chief of Police, Police Commander and a Confidential Secretary. The division is responsible for all aspects of the budget, expenditures, procuring training, grant applications and administration, public disclosure requests, personnel and disciplinary investigations and matters, records management, in addition to Emergency Management services (planning, training, mitigation, response) for the City.

Workload Measures (2011) Completed:

- Installed four Next Generation 911 telephone system upgrades.
- Installed two Next Generation Records System upgrade.
- Two data and radio transmission platforms were changed out.
- On a quarterly basis track calls for service by date, time and location.
- Utilized records management system to track crime patterns and activity on a quarterly basis.
- Conducted quarterly and annual analysis of calls to shifts.

Workload Measures (2013-2014) Projected:

- Train communications personnel in public records and disclosure laws and policies.
- Install new CAD and RMS systems within communications center.
- Implement a call dispatching process that includes tactical information.
- Continue 2012 programs and expand efficiencies.
- Create training and policy programs.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Train communications personnel with updates.	90%	100%	100%
Train operations personnel with records updates.	95%	90%	100%
Quarterly reports comparing staffing and calls for service.	100%	100%	100%
Conduct a Emergency Management Table Top Exercise	0	1	1

Section III: Operating Budgets
General Fund – Law Enforcement

Gambling Enforcement

This Division oversees all of the businesses and transactions within the City that have a nexus with gambling.

Workload Measures (2012) Projected:

- Conducted quarterly pull tab onsite inspections (3).
- Joint annual inspection with Washington State Gambling Commission.
- Conduct joint financial annual gaming audits on Fife establishments.

2013-2014 Goals:

- Work with Washington State Gambling Commission to continue inspections.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Inspections of local pull tab establishments.	20%	75%	100%
Conduct random financial audits of pull tab gaming devices (non-tribal).	0%	0%	50%
Joint operations with Washington Gaming Commission.	0%	100%	100%



Section III: Operating Budgets
General Fund – Law Enforcement

Patrol Operations

This division is responsible for providing police services to ensure the safety of the citizens and visitors of the City of Fife 24 hours a day, seven days per week. They respond to both routine and emergency calls as well as conduct community policing and proactive contacts within the community.

Workload Measures (2012) Projected:

- 2012, there were 10,514 calls for police service for the City of Fife.
- Average response time for routine calls continued to be under ten minutes.
- Continued average response time of five minutes or less for emergency calls.

2013-2014 Goals:

- Continue and increase the amount of paperless report processing for accidents and infractions.
- Maintain response times for non-priority calls (under ten minutes).
- Maintain response times for priority calls (under five minutes).
- Increase community interactions through community policing.
- Increase interaction with Fife businesses.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percentage of routine call responses within 10 minutes.	80%	90%	90%
Percentage of priority calls responses within 5 minutes.	90%	100%	95%
Electronic (paperless) processing of infractions.	90%	95%	95%
Electronic (paperless) processing of accident reports.	65%	80%	90%

Section III: Operating Budgets
General Fund – Law Enforcement

Traffic

The goal of this division is to use a balance of education and enforcement to gain voluntary compliance while creating safer roads for drivers and pedestrians within the City of Fife.

Workload Measures (2012) Projected:

- Increased education in the high school.
- Implemented traffic school in cooperation with the Fife Municipal Court.
- Provided traffic safety sessions and safety presentations to vocational and driving schools.
- Conducted commercial vehicle field inspections at Fife businesses.
- Expanded partnership with the Port of Tacoma.

2013/2015 Goals: NA

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Annual certification inspections for local business.	80%	90%	80%
Infield inspections.	25	25	30
Community safety training.	65%	80%	90%



Section III: Operating Budgets
General Fund – Law Enforcement

Communications

This division provides service, 24 hours a day, 7 days a week. It answers all emergency and non-emergency calls from citizens and businesses with the cities of Fife, Milton, Eatonville and Normandy Park. It works to assist citizens after hours at the police station with police and jail related matters while maintaining radio communications with officers in the field, at crime scenes and in disaster situations. This division has a secondary role of monitoring alarms, producing records, copying reports, warrant management and coordinating emergency management and school dispatching on various radio networks.

Workload Measures (2012) Projected:

- 911 calls were answered within ten seconds.
- Majority of business lines were answered within eight rings.
- 36,877 total calls for police service were received.
- 1,430 Warrants were entered into state systems.
- 1,114 Warrants were entered into the federal systems.
- Created a higher level of accuracy with call receiving.
- 200 customer surveys were sent out to citizens calling in on emergency phone lines.
- 200 customer surveys were sent out to citizens calling in on non-emergency phone lines.

2013/2014 Goals

- Upgrade to E911 viper phone system.
- CAD and records management system upgrade.
- Continued partnership with South Sound 911 program.
- Implementation of state mandated National Incident Based Reporting System (NIBRS).

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percentage of 911 calls answered within timeline.	90%	100%	100%
Percentage of non-emergency calls answered within timeline.	80%	95%	95%
Percentage of warrants entered correctly.	97%	100%	100%
Emergency surveys sent out.	75%	100%	100%
Non-emergency surveys sent out.	75%	100%	100%
Percent of responses good or above.	85%	90%	95%

Section III: Operating Budgets
General Fund – Law Enforcement

Emergency Management

This division manages principles and concepts, such as organization and planning, applied to emergency and disaster situations. These include the four phases of Emergency Management: Mitigation (the reduction or lessening of the effects of emergencies and disasters); Preparedness (getting ready for those events that may and will happen); Response (effectively responding to those events as a jurisdiction); and Recovery (repairing and replacing damages to pre-incident conditions).

Workload Measures (2012) Projected:

- Comprehensive Emergency Management Plan completed.
- Quarterly policy updates for emergency management.
- Two field emergency management exercises were conducted.
- Five internal training sessions were held in emergency management.
- Participated in four external regional training exercises.

2013-2014 Goals:

- Complete annual policy updates.
- Complete annual training.
- Conduct annual table top exercise.
- Increase partnership with surrounding agencies.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percent of CEMP completed.	100%	100%	100%
Percent of policies updated.	100%	100%	100%
Percentage of exercises and trainings held.	80%	95%	95%
Conduct a table top exercise	0	1	1

Section III: Operating Budgets

General Fund – Law Enforcement

Investigations

This division is responsible for the secondary investigation and follows up of crimes against people and property that requires more scrutiny and examination of the incident. The goal of this division is to close each case with an arrest or exhaust all leads possible. All crimes against people are the division's highest priority.

Workload Measures (2012) Projected:

- The City of Fife has numerous sex offenders within the city limits. We work diligently with the Department of Corrections to verify addresses and residences of the offenders. Over 300 resident checks were conducted.
- Monthly updates to online search databases were conducted.
- Twelve sex offender registration violations were coordinated with Department of Corrections and were prosecuted.
- All cases routed through to the Investigations Division require monitoring and auditing to ensure good management of cases assigned to the unit. Over 1,900 cases were referred to the investigations team for follow-up and additional investigations.
- Quarterly case audit of cases assigned to investigators was completed.
- Over 1,700 cases were successfully filed and charged in Municipal, District, or Superior courts.
- A complete audit of all cases was completed.
- A complete audit of all evidence was completed.

2013-2014 Goals:

- Conduct monthly sex offender address verifications.
- Monthly face-to-face interviews with registered sex offenders.
- Quarterly case audits conducted by Investigations Lieutenant.
- All sex offender registry violations filed for prosecution.
- Maintain data and notification systems for sex offenders.

Section III: Operating Budgets
General Fund – Law Enforcement

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Face-to-face residential checks of sex offenders at the residence.	98%	100%	100%
Percentage of website updates and notifications.	100%	100%	100%
Offenders charged with violations.	100%	100%	100%
Quarterly case audit per detective.	90%	100%	100%
Percentage of cases assigned to patrol officers to follow up on with investigation.	10%	15%	15%
Percentage of cases with successful prosecution.	90%	90%	90%



Section III: Operating Budgets
General Fund – Law Enforcement

Community Policing

This division works proactively to address crime and trends within the City. It assists with identified problems and works with citizens and businesses on mitigating circumstances to modify behavior.

Workload Measures (2012) Projected:

- Worked cooperatively with neighboring agencies to address common problems which allowed for a higher level of impact and efficiency.
- The department participated in nine regional task forces.
- The department participated in 40 special enforcement details throughout the year.

2013-2014 Goals:

- Increase Community Partner Program to gain more input from businesses and citizens.
- Develop internal staff on each team to work on city-wide problems.
- Continue working and participating on regional task forces.

Performance Measurements	2012 Target	2012 Actual	2013 14 Target
Participation in task forces.	100%	100%	100%
Participation in task force details.	85%	90%	90%



Section III: Operating Budgets
General Fund – Law Enforcement

Crime Prevention

This division is responsible for all community programs such as National Night Out, Halloween Carnival, Harvest Festival and citizen events such as block watches and security surveys.

Workload Measures (2012) Projected:

- Quarterly meetings held with apartment managers.
- Quarterly meetings held with lodging businesses.
- Developed and delivered welcome packets for all new Fife businesses.
- Met with each new Fife business and delivered a welcome packet.
- Direct face-to-face contact made with each business located within the City.
- Increased education and information available for citizens.
- Police web site updated.
- Social media programs for the police department were started with Twitter, on-line police blotter and blog.

2013-2014 Goals:

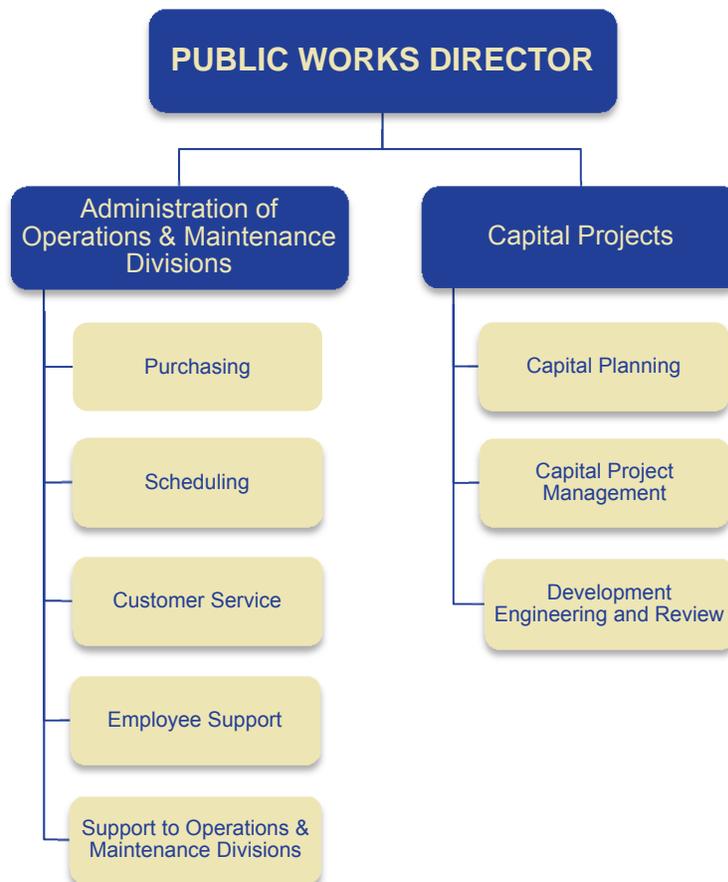
- Increase attendance and involvement of apartment managers.
- Hold additional Community Partner meetings.
- Work with code enforcement and motels to solve problems.
- Continue existing programs.
- Hold Halloween and Santa Run events.
- Build National Night Out event to expand to other communities.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Attendance at apartment meetings.	80%	75%	90%
Attendance at lodging meetings.	60%	75%	75%
Face-to-face contact with Fife businesses.	100%	100%	100%
Brochures and handouts updated.	90%	100%	100%
Participate in business events.	75%	100%	100%
Increase in education and materials.	50%	100%	100%
Website reviews and updates.	90%	100%	100%

Section III: Operating Budgets
General Fund – Engineering & Public Works

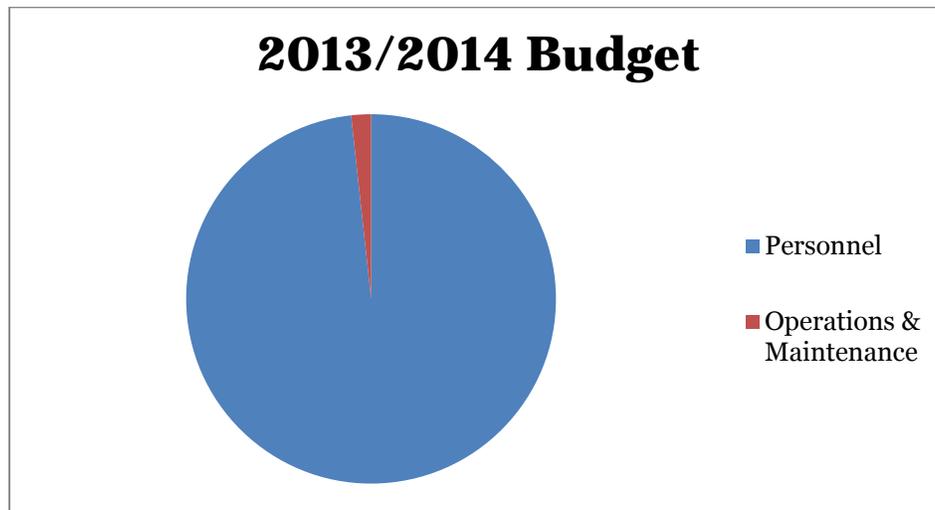
Administration

The Engineering and Public Works Administration Division administers the Public Works Department and provides engineering and related services in support of departmental operations and in support of other City departments and activities. Administrative services include the preparation of bid packages and purchase orders, bid solicitation and procurement for goods and services and cost tracking for accounts payable; grant applications, cost tracking and claim preparation for accounts receivable; and labor tracking for payroll; and coordinating with Fife’s Finance Department for its final issue of payments, bills and payroll.



Section III: Operating Budgets
General Fund – Engineering & Public Works

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$705,998	\$660,343	\$685,973	\$699,693	\$1,385,666
Operations & Maintenance	\$9,754	\$11,500	\$12,000	\$12,240	\$24,240
Total	\$715,752	\$671,843	\$697,973	\$711,933	\$1,409,906



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013-14 Budget	
Engineering	6.50	7.00	6.00	6.00
Total	6.50	7.00	6.00	6.00

Financial Notes:

- Reduction of Engineering Technician resignation/unfilled position.
- The other Engineering Technician position is full time and is funded 50% by the Utility Construction Fund 410.
- The full time Senior Administration position is funded 50% from the Street Construction Fund 301.

Section III: Operating Budgets

General Fund – Engineering & Public Works

2012 Key Accomplishments:

- Implemented substantially-new budget process and documentation of biennial budget.

2013 Department Goals:

- Complete implementation of City-wide key and lock inventory and tracking system.
- Evaluate with PRCS maintenance responsibility for street trees and planting strips within the public right-of-way.

2014 Department Goals:

- Complete implementation of City-wide key and lock inventory and tracking system.
- Evaluate with PRCS maintenance responsibility for street trees and planting strips within the public right-of-way.

Workload Measures:

- Conduct 200 daily kick-off meetings, reviewing any emergency call-outs and each crew's recent progress and goals.
- Conduct 12 monthly safety meetings; ensure that appropriate "tailgate" safety meetings are held for each project; and monitor internal permitting of enclosed space entries, including over 100 entries of sewer wet wells or manholes.
- Manage personnel actions for 21 full-time individual employees plus approximately 12 individual seasonal employees, including over 650 time sheets, over 2,000 leave or overtime slips, dozens of step increases, interviews and hiring for vacancies including a full complement of seasonal employees, and similar matters.
- Coordinate emergency response for approximately 35 incidents.

Section III: Operating Budgets
General Fund – Engineering & Public Works

Performance Measurements	2012 Target	2012 Actual	2013 14 Target
Formal grievances filed	0	0	0
Lost work days for on-the-job injury	0	0	0
Reportable non-lost-time injuries requiring first aid	0	4	0
Traffic accident claims against Public Works' drivers	0	1	0
Immediate response to emergency call-out by on-call employee (contract allows 20 minutes from call; "immediate" means answers call)	80%	90%	80%
Verbal response to emergency call-out within 5 minutes of first call from Dispatch to first number on list.	100%	100%	100%
Communicate initial scope of emergency response to Dispatch within 5 minutes of arrival on scene	100%	100%	100%
Complete response to open street or site, available for safe public access and use; or secure street or site with appropriate closure and detour; before demobilizing emergency response	100%	100%	100%

Section III: Operating Budgets

General Fund – Engineering & Public Works

Capital Projects Planning

2012 Key Accomplishments:

- Close-out Valley Avenue Construction contract.
- Complete LID 08-2 sewer, water and drainage construction, street restoration and contract close-out.
- Complete LID 08-1 and 08-2 final assessments.
- Complete 70th Avenue Design and Right-of-way Acquisition and Certification.
- Complete 70th Avenue funding package, issue for bid and award contract.
- Administered & inspected Puyallup Tribe of Indians construction of 59th Avenue improvements.

2013 Department Goals:

- Advance the following projects to the following milestones.
 - ✦ Brookville Gardens Construction to award of contract notice to proceed and bulk earthwork.
 - ✦ I-5/Port of Tacoma Road Interchange Wetland Mitigation Design to the submittal of final documents for federal permitting.
 - ✦ Transportation Comprehensive Plan Update adoption.
 - ✦ Storm Drainage Comprehensive Plan Update adoption.
 - ✦ Holt Well water rights processing began through regional partnership.
 - ✦ I-5/54th Avenue Interchange – Develop consensus with FHWA, WSDOT and other parties regarding interchange configuration.
 - ✦ Advance the water rights application.

2014 Department Goals:

- Advance the following projects to the following milestones.

Section III: Operating Budgets
General Fund – Engineering & Public Works

Capital Planning

Efforts include the use of in-house resources for the preparation of planning documents such as the annual update of the Transportation Improvement Program; use of consultants and involvement of the public in major updates to City plans such as land use, utility and transportation plans; and participation in regional planning efforts such as the Tideflats Area Transportation Study and regional planning organizations such as the Regional Access and Mobility Partnership (RAMP), Pierce County Transportation Coordinating Committee (TCC) and the Puget Sound Regional Council (PSRC) Regional Project Evaluation Committee (RPEC) and Regional Staff Committee, Freight Action Strategy, Freight Roundtable and similar regional committees. Review regional planning documents circulated by and otherwise coordinate with adjoining and overlapping jurisdictions such as the Puyallup Tribe WSDOT, the Port of Tacoma, Pierce County and the cities of Tacoma, Milton, Edgewood and Puyallup.

Workload Measures (2012) Projected:

- Maintain Fife’s four public works infrastructure plans current per regulatory standards and provide further updates in response to community needs and as directed by Council.
- Regularly represent Fife on regional committees, typically attending two meetings a week.
- Regularly coordinate with adjoining and overlapping jurisdictions, typically including an additional two meetings or formal contacts per week.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Fife’s plans are deemed current and in conformance by regulators and in conformance with or actively being brought into conformance with community and Council goals.	4/4	3/4	4/4
Fife is recognized as a regionally significant city, as measured by inclusion of Fife projects in Regionally adopted plans.	1/1	1/1	1/1
Fife’s goals and needs are addressed as applicable by adjoining and overlapping jurisdictions, as measured by the execution of an Interlocal agreement regarding one or more issues of shared interest.	2	2	2

Section III: Operating Budgets
General Fund – Engineering & Public Works

Capital Projects

Capital projects include the financing, engineering, design, construction and inspection of the City's public works infrastructure. Financing of projects includes the preparation of cost estimates, grant and loan applications and the preparation of project budgets for consideration by the City Council and the review of project billing for administration by the Fife Finance Department and reimbursement by funding partners. Engineering, design and construction scopes vary with project size, with small projects designed and managed using in-house resources and larger projects completed with the assistance of external contract engineers.

Workload Measures (2012) Projected:

- Manage project budgets totaling over \$12 million in capital projects in 2012.
- Managing a total of 20 project budgets and associated contracts, several spanning multiple years.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Deadlines met for plan updates and schedules met for project completion.	3/3	3/3	4/4
Percentage of projects completed within budgets as established or amended.	100%	67%	100%
Percentage of active city projects inspected daily.	100%	100%	100%

Section III: Operating Budgets
General Fund – Engineering & Public Works

Development Engineering and Review

Development engineering and review ensure that the owners and developers of property in Fife understand the City’s codes and requirements for public infrastructure and the impact of their development on such infrastructure and that they act on that understanding by building only projects that comply with Fife codes and standards. Development engineering and review works closely with Fife’s Community Development Department, which issues development permits, through the development process. Engineers and technicians participate with Community Development staff in pre-development consultation, environmental checklist and analysis, design review and project inspection.

Workload Measures (2012) Projected:

- Attend up to two weekly “Development Review Committee” meetings, including pre-meeting plan review and site evaluation for potential new projects.
- Review approximately 75 applications for SEPA, grading, drainage, water, sewer and street opening permits (some of these projects are later withdrawn).
- Issue approximately 50 SEPA MDNS or final recommendations for permit issuance by the Community Development Department.
- Inspect progress on approximately 12 complex projects, filing approximately 400 inspection reports per year.
- Approve 68 development and construction applications.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Attendance at Development Review Committee prepared with site-specific information.	100%	100%	100%
Review development and construction applications within 4 weeks of submittal.	100%	100%	100%
Percentage of active private development projects inspected daily.	100%	100%	100%

Section III: Operating Budgets
General Fund – Engineering & Public Works

Utility Billing

Outside vendor bill processing, calculating impervious area as development occurs for City Finance staff, Springbrook input and responding to customer questions.

Workload Measures (2012) Projected:

- Assist Finance Department in managing 2,727 accounts.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Response to service questions or concerns within 24 hours.	100%	95%	100%

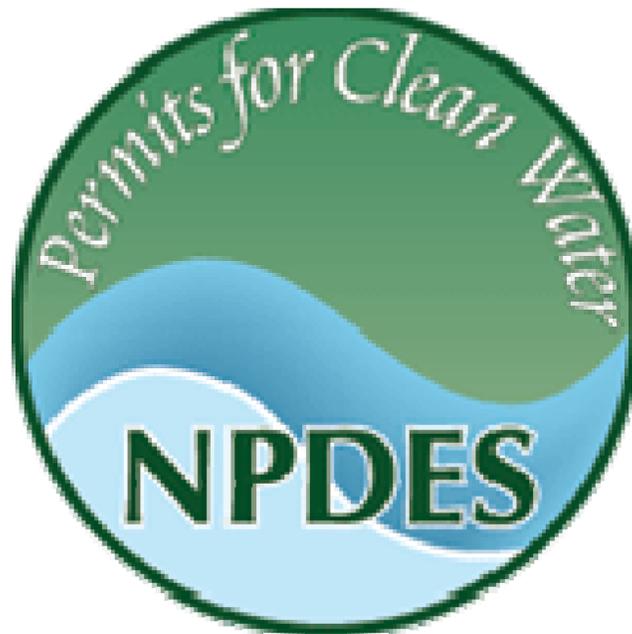
Section III: Operating Budgets
General Fund – Engineering & Public Works

NPDES Reporting and Compliance

Workload Measures (2012) Projected

- Prepare and submit an annual report to the Department of Ecology.
- Prepare and submit a Stormwater Management Plan to the Department of Ecology.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
“Determination of Completeness” letter from Department of Ecology	Achieved	Achieved	Achieved
Compliance with NPDES Permit requirements.	Yes	Yes	Yes



Section III: Operating Budgets
General Fund – Community Development Department

Administration

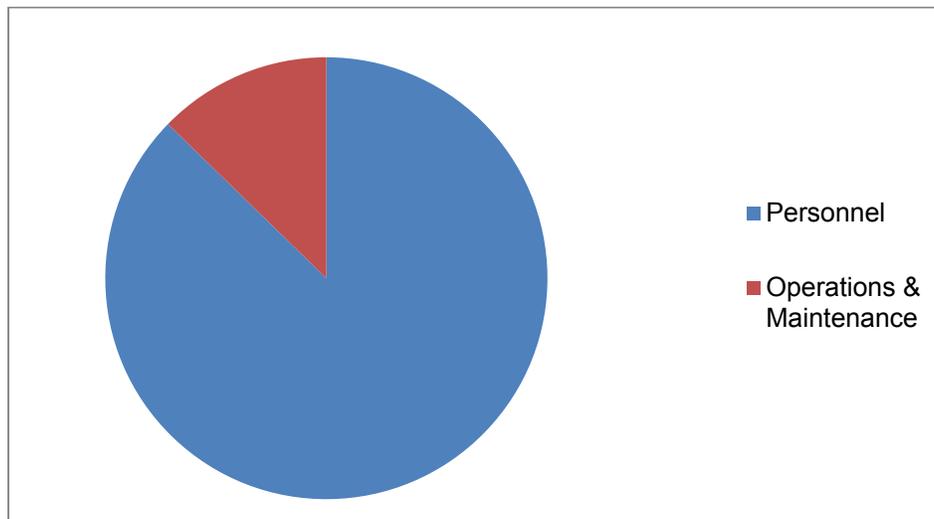
The Community Development Department consists of the Building and Planning Divisions, which work as a unit in carrying out assigned duties. The Department is responsible for providing leadership in defining the City’s vision for growth and development. The Department develops and administers codes and programs needed by the City of Fife to comply with local land use and building mandates, as well as state and federal programs, including the Growth Management Act (GMA), State Building Code, State Environmental Policy Act (SEPA) and the Shoreline Management Act (SMA).

Assumed responsibilities of the Department further include the City’s Code Enforcement Program, permitting services (e.g. building, planning and civil) and direct staff support to the Planning Commission, Hearing Examiner, and, in recent years, contract planning support to the City of Milton. Support for other City departments’ efforts is actively provided. The Department also develops, implements and coordinates policies and regulations related to building and community development and improvement as prescribed by the City Council and directed by the City Manager’s office.



Section III: Operating Budgets
General Fund – Community Development Department

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$749,602	\$740,176	\$767,335	\$782,682	\$1,550,017
Operations & Maintenance	119,105	120,749	111,749	113,984	225,733
Total	\$868,707	\$860,925	\$879,084	\$896,666	\$1,775,750



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013/2014 Budget	
Planning	4.10	3.10	3.10	3.10
Building	4.30	4.30	4.90	4.90
Total	8.40	7.40	8.00	8.00

Section III: Operating Budgets

General Fund – Community Development Department

Financial Notes:

- The reduction in personnel costs from 2011 to 2012 reflects the elimination of one FTE planning position in May, 2012.
- The full time Permit Technician position is budgeted 40% in General Fund and 60% among the Water, Sewer and Storm Drainage Utilities in 2011 and 2012 and 100% in the General Fund in 2013/2014.
- The reduction in staffing will affect the department's timeliness in responding to Code Enforcement issues, customer inquiries, process SEPA applications, conduct plan review, process business license applications, and service the contract with the City of Milton.
- Community Development personnel also provide contract planning and administrative services to the City of Milton.

Section III: Operating Budgets

General Fund – Community Development Department

2012 Key Accomplishments:

- New Community Development Director hired
- Shoreline Master Program:
 - SEPA review completed
 - Planning Commission public hearing and recommendation
 - City Council public hearing and adoption of resolution indicating intent to adopt
 - Transmitted to the Department of Ecology for state review process
- Comprehensive Plan Amendment process:
 - Developed webpage with all related documents
 - Planning Commission and City Council public hearings.
- City Center Visioning:
 - City Center concept further refined
 - City Center Community Open House
 - City Center Web Page Developed
 - Planning Commission and City Council briefings
- CBDG Administration:
 - 47th Ave E Sidewalk - Completed environmental review with notification
 - City Hall Accessible Door - Completed environmental review
- Support for South Municipal Campus Master Plan update process
- Continued review and closing process of outdated permits and applications
- Support study to administratively implement FEMA's adopted flood insurance rate maps
- Code amendments:
 - Electric Vehicle Infrastructure - adopted by Council
 - Business License clarification - adopted by Council
 - Sign Code amendments - Phase One: A-boards, temporary signs, political signs, residential subdivision reader boards, murals
- Countywide Planning Policy amendments presented to Council for ratification
- Continued participation in regional committees (PCRC, Growing Transit Communities)
- Commute Trip Reduction services:
 - Inter-local agreement approved (by Council)
 - 1st Quarter 2012 work site "Summit Award" earned, presented by Pierce Trips
- Planning Commission Support:
 - Maintain Planning Commission agendas and packets online and in Laserfiche
 - Planning Commissioner attendance at Short Course in Local Planning
 - Develop training module for future new Planning Commissioners
 - New Planning Commissioner appointed

Section III: Operating Budgets

General Fund – Community Development Department

- Milton planning services:
 - Staffed planning department
 - Completed Shoreline Master Program update
 - Hosted Short Course on Local Planning
- Hearing Examiner Support
 - Conditional Use Permit and Variance public hearings
- Code Enforcement:
 - Ongoing illegal sign impoundment (average 100/month)
 - Processed appeal of Portland at St Paul outdoor tire storage notice of violation
 - Implemented the Code Enforcement Module in Interlocking for better tracking of enforcement actions
 - Maintained 24-hour response time
 - Maintained code compliance educational activities
- Geographic Information Services (GIS):
 - Processed requests within the completion goal time, often within one-day
 - Maintained a searchable digital database of building plans database for in-house use
 - Continued to lead local GIS Users Group
 - Continued to create and print signage for City of Fife events (Harvest Festival, National Night Out, etc.)
- Public Outreach:
 - Building Safety Month Proclamation and Library Display
 - Staffed booth at Harvest Festival
 - Provided annexation information to public
 - Continued update of website materials

2013 Department Goals:

- Comprehensive/Long Range Planning:
 - Continued refinement of City Center Visioning through Comprehensive Plan and code amendments
 - Continued support of Transportation Plan update process
 - Continued support of South Municipal Campus Master Plan update
 - Critical Areas Code update
 - Prepare and implement Planning Commission Work Plan
 - Comprehensive Plan Amendment process
 - Develop a comprehensive Public Participation Program with the Planning Commission for the annual Comprehensive Plan Amendment cycle
 - Research and apply for appropriate grant options as available
 - Continued attendance at regional forums and committees

Section III: Operating Budgets

General Fund – Community Development Department

- Economic Development:
 - Support the development of incentive programs to encourage redevelopment, new development and recruitment of new businesses
- Building Division:
 - Maintain membership in NFIP's CRS program
 - Adopt updated ICC Codes (2013)
- Permit Administration:
 - Continue to offer Development Review Committee meetings to facilitate stream-lined permitting and plan review processes
 - Continued review and closing of outdated permits and applications
 - Continued updating of Interlocking for more efficient project management
 - Update of all permit forms for clarity and ease of use
- Milton planning services:
 - Continue level of service
 - Maintain staff accessibility
 - Develop and implement Planning Commission Work Plan
 - Conduct Visioning process
 - Fire District Annexation
- GIS:
 - Reduce the turnaround time for completing more complex GIS projects, by establishing a process to record requests and estimated completion times
 - Continue to expand and refine a "Plans Database" of digitized plan sets which can be quickly and accurately searched on any City computer work station
 - Research more cost-effective methods of digitally archiving hard-copy plan sets
 - Continue GIS educational opportunities to stay abreast of industry changes
- Code Enforcement:
 - Maintain current level of service and "within 24-hour" response time to complaints
 - Assist property owners in maintaining compliance with the Municipal Code
 - Monitor ongoing violations
 - Maintain code compliance educational activities
- Continue and expand upon long-term vaulting and Laserfiche filing of department files
- Identify opportunities and equipment needed to expand/update electronic building plans database

2014 Department Goals:

- Continued implementation of 2013 Department goals
- GMA Comprehensive Plan and Development Regulation Major Update (required by RCW 36.70A.130)

Section III: Operating Budgets
General Fund – Community Development Department

Building

The Building Division provides assistance in the permitting needs of the community and is responsible for management of the floodplain and helps maintain City-owned facilities. There is a certain amount of overlap between the Building and Planning divisions.

Workload Measures (2012) Projected:

- 399 issued permits – includes plan review process by both Building and Planning personnel
- \$230,854 in receipts – includes permit and plan review fees
- 876 completed inspections
- 60 Development Review Committee meetings
- 12 reporting cycles for nine government and industry entities
- 12 balance procedures, interlocking to Springbrook
- 2 Temporary Certificates of Occupancy issued
- 8 Certificates of Occupancy issued
- 8 Elevation Certificates received and logged in NFIP database
- 4 After-hours responses (police support, fires, accidents, etc)



Performance Measurements	2012 Target	2012 Actual	2013/2014 Target
Permitting – plan review within 15 business days.	100%	100%	100%
Next day Inspections.	100%	100%	100%



Section III: Operating Budgets
General Fund – Community Development Department

Planning

The management of land development meets the needs of the community while safeguarding natural resources. It also includes working with other City departments and outside agencies to improve the built, economic and social environments of communities at the local and regional levels.

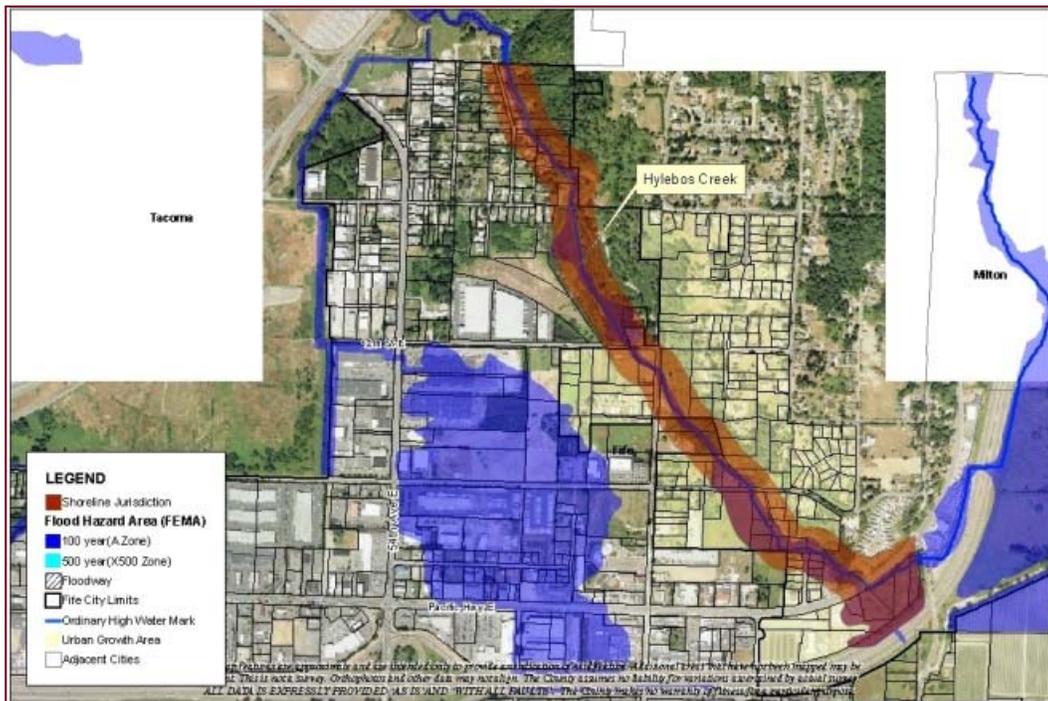
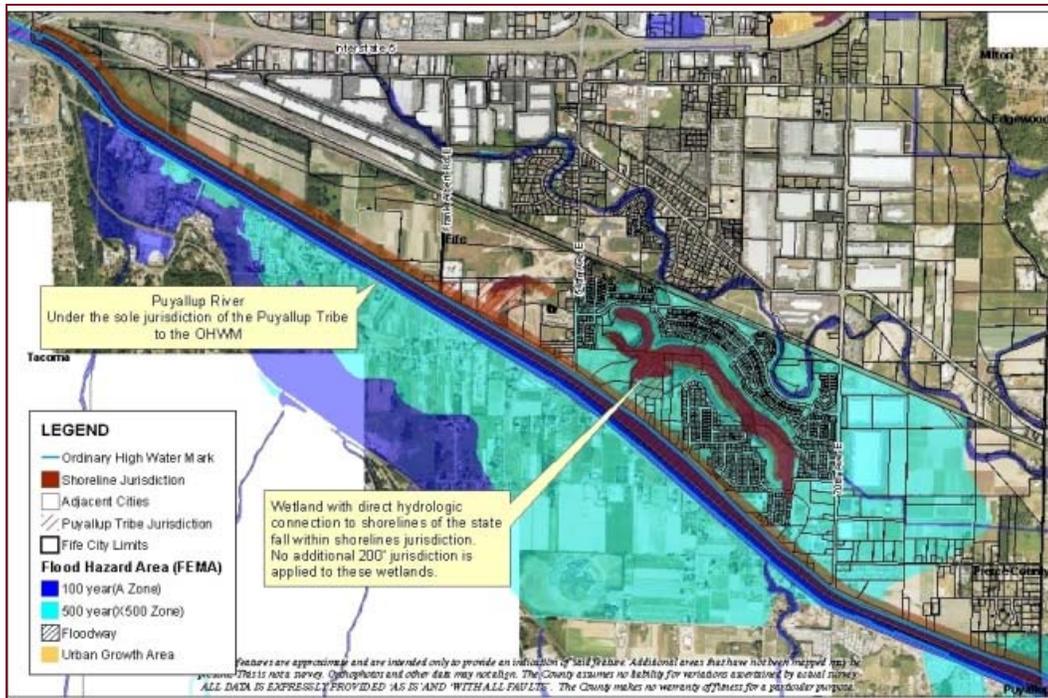
Workload Measures (2012) Projected:

- Long Range Planning:
 - 4 Comprehensive Plan Amendments and 4 Additional Work Plan Items
 - 12 Planning Commission meetings, including two Public Meeting/Open House events
 - 45 Outside-agency meetings (intergovernmental, regional planning, etc)
- Current Planning:
 - 18 Land use applications processed
 - General inquiries – 10-15 per week
 - Review/processing/inspections for 57 signs permits and 42 special event permits
 - Significant project review – 6 projects (Prologis, Hometel, 7-11, Murrey’s, Kelsey Lane, BMW)
- Milton consultant services:
 - 6 Planning Commission meetings
 - 6 SEPAs
 - 7 Land Use Applications
 - All planning-related activities (including Planning Commission administration, Comprehensive Plan Amendment cycle, 10-15 general inquiries/week) and building-related support

Performance Measurements	2012 Target	2012 Actual	2013/2014 Target
Adhere to state mandated timelines for land use actions and Comprehensive Plan process.	100%	100%	100%
Represent Fife to regional planning boards, contributing to preparations of draft code and policy language to best reflect Fife’s interests.	100%	100%	100%

Section III: Operating Budgets
General Fund – Community Development Department

Fife's Shoreline Jurisdiction is shown in the pictures below:



Section III: Operating Budgets
General Fund – Community Development Department

Multi-Departmental Services

Many of our programs do not fit neatly within just Building or Planning, but exist in response to needs from most or all other departments.



Workload Measures (2012) Projected:

- Code Enforcement:
 - 300+ reports and related actions taken
 - 1,000+ illegal signs confiscated
- GIS (Geographic Information System):
 - 275 maps and projects
 - Represent Fife to county GIS staff
- CTR (Commute Trip Reduction): Bi-annual Survey, 4 promotional events, 2 training meetings, 5 reports
- 26 compilations for the Fife Flyer newspaper
- 12 issues of the employee newsletter, the InterChange

Performance Measurements	2012 Target	2012 Actual	2013/2014 Target
Code Enforcement – initial response within 24 hours to all complaints, disputes and violations.	99%	97%	99%
GIS – estimated time of delivery given within two business days for every new project requested and delivery within five business days of estimated delivery date.	100%	100%	100%
Maintain established deadlines for CTR, newspaper and employee newsletter publications.	100%	100%	100%

Section III: Operating Budgets
General Fund – Community Development Department

General Administration Services

The General Administration Services provides overall management of the department.

Workload Measures (2012) Projected:

- 30 Council meeting presentations, with related research and preparation
- 85 Purchase Orders
- 25 Public Records Requests
- Non-quantifiable:
 - ✦ Personnel – turnover, step increases, time sheets, leave requests, professional training, representative to Wellness committee
 - ✦ General – archiving of land-use and Planning Commission files, correspondence, presentation materials, mail, etc.

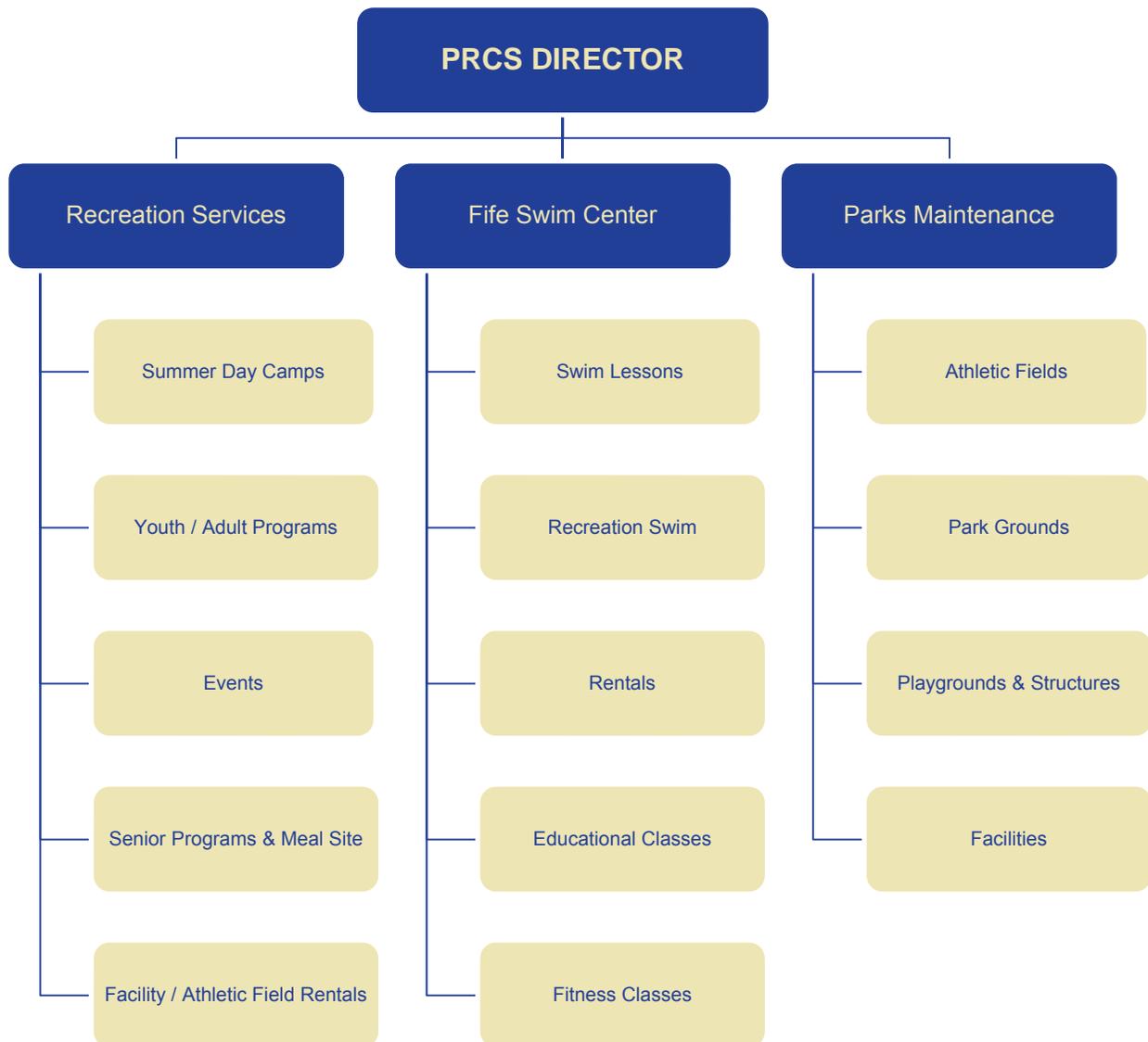
Performance Measurements	2012 Target	2012 Actual	2013/2014 Target
Respond to Public Records Requests within five business days of assignment to our department, including meeting time commitment to providing records.	100%	100%	100%

Section III: Operating Budgets

General Fund –Parks Recreation & Community Services

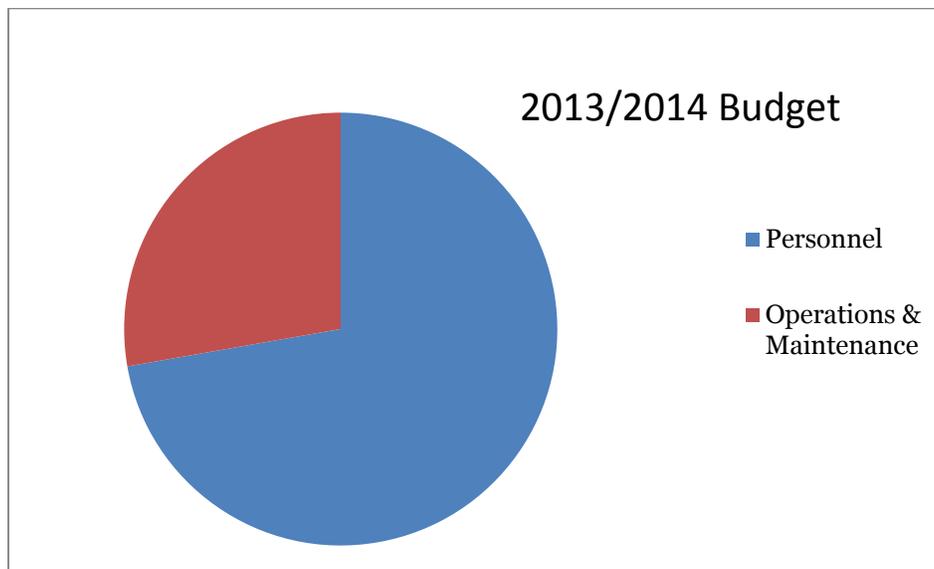
Administration

The Parks Recreation Community Services Department (PRCS) is responsible for providing parks and recreation services to the residents of Fife. This includes a diverse array of recreation and aquatic programs for all ages, interests and abilities. We also operate and maintain over 40 acres of developed parks and over 100 acres of open space and undeveloped properties. The PRCS Department is also responsible for the management, maintenance and operation of all buildings and structures including the Fife Community Center and Fife Swim Center.



Section III: Operating Budgets
General Fund –Parks Recreation & Community Services

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$1,236,041	\$1,250,706	\$1,288,287	\$1,314,053	\$2,602,340
Operations & Maintenance	\$474,495	\$493,662	\$495,040	\$504,942	\$999,982
Total	\$1,710,536	\$1,744,368	\$1,783,327	\$1,818,995	\$3,602,322



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013/14 Budget	
Recreation Services	6.02	6.26	6.26	6.26
Swim Center	11.28	11.48	11.48	11.48
Parks Maintenance	3.70	3.95	3.95	3.95
Total	22.20	21.69	21.69	21.69

Section III: Operating Budgets

General Fund –Parks Recreation & Community Services

Financial Notes:

- 2012 was the most successful year ever in terms of the total number of programs offered and gross revenue collected by both the Recreation Services Division and the Swim Center Division of the PRCS Department.
- The Recreation Services Division which includes youth, adult, and senior recreation programs as well as community center and athletic field rentals generated in excess of \$157,000 in gross revenue. This was a 14% increase over revenue collected in 2011.
- The Swim Center Division conducts various programs which include swim lessons for all ages, drop-in programs such as open swim and lap swims, water exercise classes, and pool rentals to a broad base of customers. The revenue collected in 2013 was an impressive \$420,000. This eclipsed the previous best year which was 2011 by 17%.



Section III: Operating Budgets

General Fund –Parks Recreation & Community Services

Recreation Services

The Recreation Services Division provides a diverse program of educational, instructional, fitness, arts, and athletics programming for youth, adults, and seniors. This division is also responsible for rental of PRCS department facilities including the Fife Community Center, Dacca Park Athletic Fields, and 5 Acre Park Picnic Shelter.

2012 Key Accomplishments:

- Increased the number of youth served at day camp by 18%. (2011: 350 registered participants / 2012: 412 registered participants).
- Increased Summer Day Camp revenue by 18%.
- Increased Dacca Park Athletic Field Rental revenue 30% compared to same period in 2011.

2013/14 Department Goals:

- Increase community center rental business use by 5% in 2013 and 2014.
- Maintain total hours of community recreation programming based on 2012 levels.
- Increase the number of 55+ age group unduplicated participants by 5% in 2013-14.

Workload Measures (2012):

- Offered 259 recreation programs (144 in-house, 115 contracted) for youth (duplicated).
- Offered 85 recreation programs for adults (all contracted).
- Offered 565 recreation programs for seniors (duplicated, all in-house).
- Offered 35 recreation programs (12 in-house, 23 contracted) for families.
- Enrolled 412 participants in the Summer Day Camp program (duplicated).
- Scheduled 3326 hours of use of the Fife Community Center (Rentals and Programs).
- Scheduled 3483 hours of use at Dacca Park Athletic Fields (Rentals and Programs).

Performance Measurements	2012 Target	2012 Actual	2013/14 Target
Percentage of Summer Day Camp participants that rate the program as “good” to “excellent.”	85%	95%	90%
Percentage off facility users (renters & community groups,) surveyed that rate customer service as “good” to “excellent.”	85%	95%	90%
Percentage off facility users (renters & community groups,) surveyed that rate city facilities as “good” to “excellent.”	75%	70%	75%

Section III: Operating Budgets
General Fund –Parks Recreation & Community Services

Swim Center

The Fife Swim Center is open year round and offers a diverse and balanced schedule to meet the needs of the community. Programming is divided into the following categories: Drop - In Activities (Lap Swim, Recreational/Family Swimming,) Swim Lessons and Related Instructional Programs (toddler, youth, & adult and water exercise,) and Facility Rentals (Pool parties, Swim Team/Club rentals and Senior Exercise Program.)

2012 Key Accomplishments:

- Added 50 feet of new murals to the Natatorium walls
- Hosted a Free Swim Clinic with Olympic Gold Medalist Megan Jendrick open to Fife residents
- Generated the highest amount of revenue ever, in excess of \$420,000.

2013/14 Division Goals:

- Continue to grow programming with an emphasis on increasing Fife resident participation.
- Maintain participant levels at 2012 levels.
- Implement new pool cleaning procedure working with alternating vacuums.
- Re-plaster the Lap Pool.

2012 Workload Measures:

- Enrolled and taught 7,800 swim lesson program participants.
- Conducted 3,000 hours of swim center operations (excluding Fife High School and private rentals).
- Processed over 10,000 registrations and bookings that generated approximately \$422,000 in gross revenue.

Performance Measurements	2012 Target	2012 Actual	2013/14 Target
Percentage of Swim Center patrons surveyed that rate facilities “good” to “excellent”.	95%	98%	95%
Percentage of Swim Lesson patrons surveyed that rate the program “good” to “excellent”.	95%	96%	95%
Percentage of Swim Center patrons surveyed that rate customer service “good” to “excellent”	95%	98%	95%
Percentage of Swim Center patrons surveyed that rate the facility as meeting their needs (excludes swim lessons, lap swim and Aquarobics).	95%	98%	95%
Total number of “preventable” accidents annually.	0	0	0
Percentage of facility related safety issues addressed within one business day.	100%	100%	100%

Section III: Operating Budgets

General Fund –Parks Recreation & Community Services

Parks Maintenance

The Parks Maintenance Division is responsible for all buildings and grounds maintenance on PRCS managed properties. These include the Fife Community Center, Fife Swim Center, Fife City Hall (grounds only) and all developed and undeveloped park properties.

2012 Key Accomplishments:

- Successfully supported measurable increase in athletic field use i.e.; baseball/softball field maintenance associated with practice, game, and tournament rentals.
- Completed analysis of drainage problems on Dacca Park athletic fields and prepared operational plan to resolve the problems.
- Completed extensive improvements to Milgard Nature Area Trail including trail widening, installation of new surface material, and installation of new bollards to control access. Bollard installation was part of an Eagle Scout project.
- Completed Urban Forestry Management Plan which was 50% funded by Washington State Department of Natural Resources Grant.
- Substantially completed installation of upgraded Calsense Irrigation Control Systems to reduce overall water consumption and costs.
- Completed relocation of Parks Maintenance shop and storage facilities.
- Began process of developing detailed annual Maintenance and Operational plans for each park property.
- Conducted joint Parks Appreciation Day/Comcast Cares Day volunteer park cleanup projects utilizing over 75 Comcast employees. Received Comcast Foundation Grant in the amount of \$2,375.00 which will be used to support the 2013 Parks Appreciation Day Project.

2013/14 Department Goals:

- Continue to improve and refine the Comprehensive Turf Maintenance Program by thatching, aerating and top dressing all developed parks.
- Improve and refine vegetation and tree pruning programs through implementation of Best Management Practices outlined in the Urban Forestry Management Plan.
- Continue replacement of bollard lighting at City Hall and Fountain Memorial Park.
- Develop system to track all costs related to vandalism repair.

Section III: Operating Budgets
General Fund –Parks Recreation & Community Services

Workload Measures (2013) Projected:

- Performed litter & garbage pickup and visual park inspections 360 days a year.
- Maintained 46 acres of developed park properties.
- Maintained 105 acres of undeveloped/ open space properties.
- Maintained 1.5 miles of improved trails.
- Performed daily visual and monthly detailed inspections of 5 play equipment structures.
- Performed ball field preps during the March 1st – October 1st season.

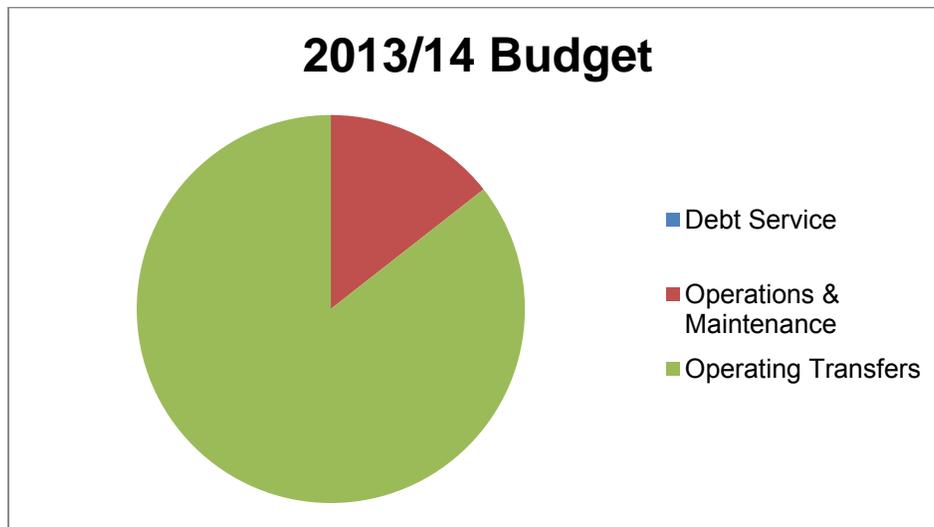
Performance Measurements	2012 Target	2012 Actual	2013/14 Target
Percentage of developed parks that are mowed at least every 7 days during the months of April – September	100%	100%	100%
Percentage of play equipment structures receiving a visual and detailed inspection in accordance with NPSI guidelines	100%	100%	100%
Percentage of time that field preps are completed to department standards (once per each individual use and at least every 3 rd game during tournaments)	100%	100%	100%
Completed daily garbage/litter pickup and visual site inspection at each developed park facility	100%	100%	100%
Address reported safety issues within 24 hours	100%	100%	100%
Reduce total number of “preventable” accidents that occur annually.	0	0	0

Section III: Operating Budgets
General Fund – Non-Departmental

Non-Departmental

Non-departmental accounts for costs not otherwise assigned to specific departments. It includes Personnel costs accrued for cash-outs of leave for terminating employees. Maintenance & Operations is primarily detention services paid to the Detention Services Fund for per-night jail stays at a rate comparable to what is billed to third party entities. Operating Transfers include financial support to the City Street Fund 101 and operating subsidy to the Detention Services Fund beyond what is paid for per-night jail stays. There are no FTE's budgeted in Non-Departmental

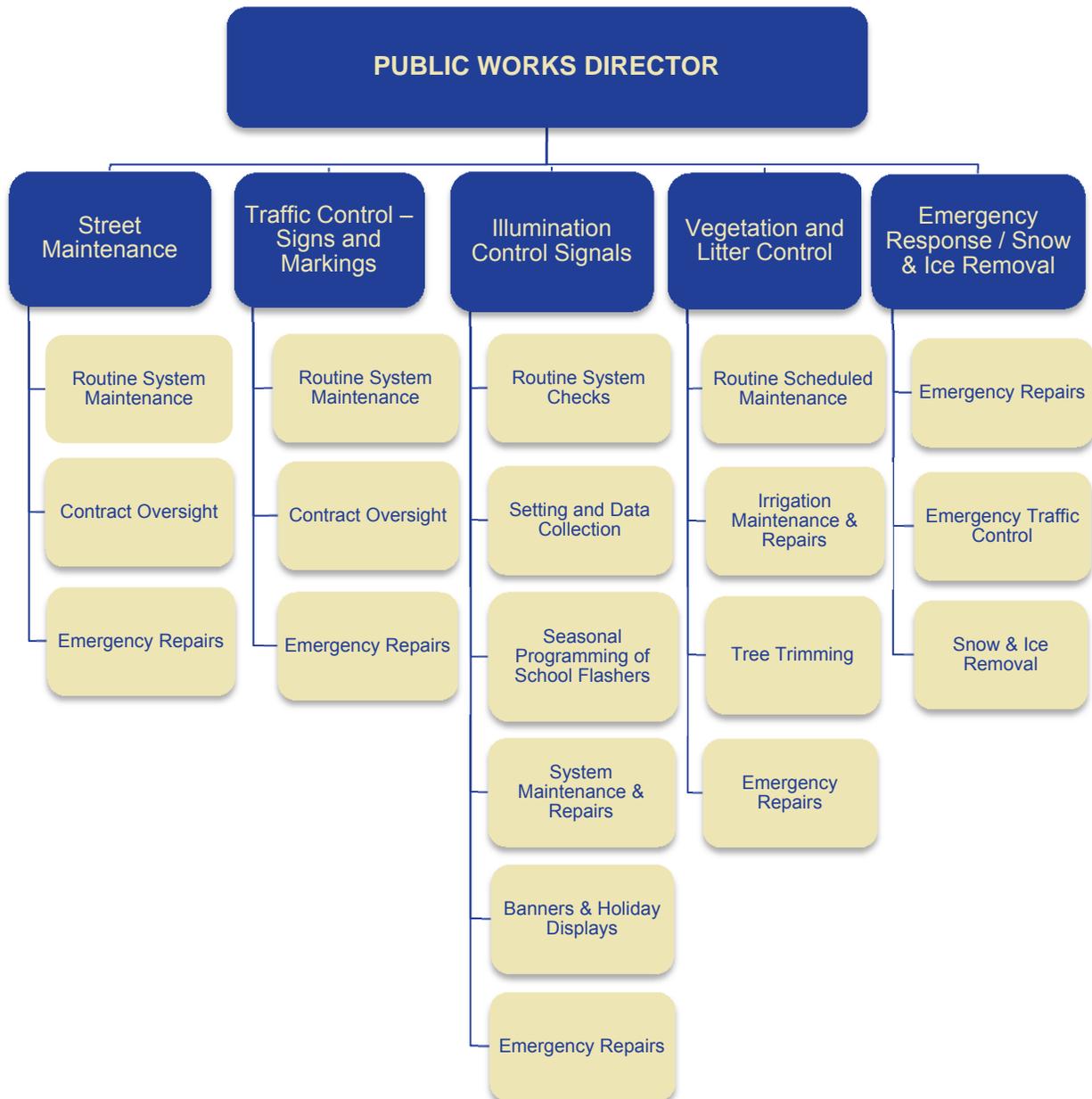
Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Debt Service	\$364,480	\$64,219	\$0	\$0	\$0
Operations & Maintenance	66,040	\$463,126	\$401,383	\$437,872	\$839,255
Operating Transfers	212,072	\$789,374	\$2,486,399	\$2,496,237	\$4,982,636
Total	\$642,592	\$1,316,719	\$2,887,782	\$2,934,109	\$5,821,891



Section III: Operating Budgets
Special Revenue Fund – Street Operating Fund 101

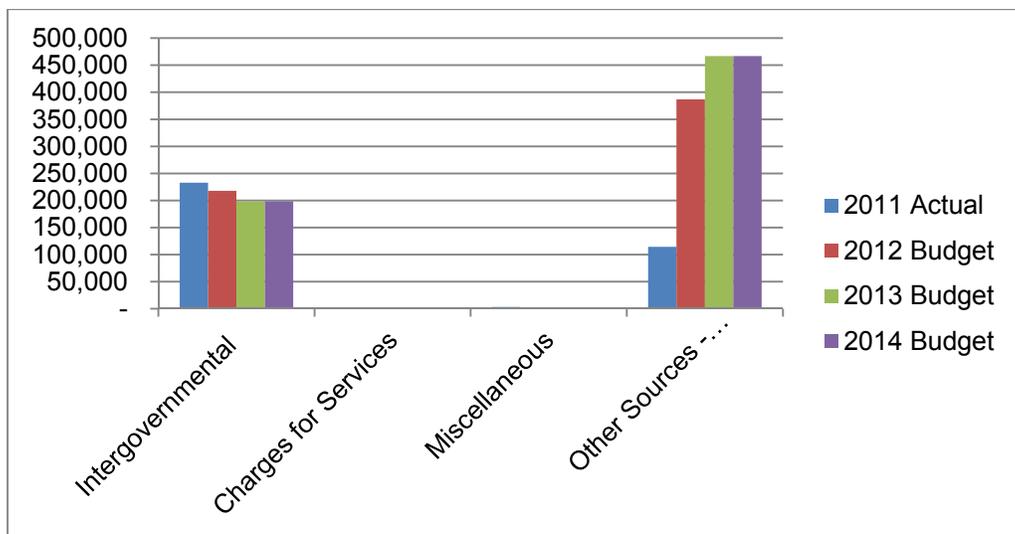
Street Operations

The Street Operating Fund consists of the Street Operations Division and the Street Maintenance Division. Together, they are responsible to maintain the City’s street system, including pavement, shoulder and sidewalk repairs; signs, marking, traffic signals, vegetation and litter control; and emergency response and snow and ice removal.



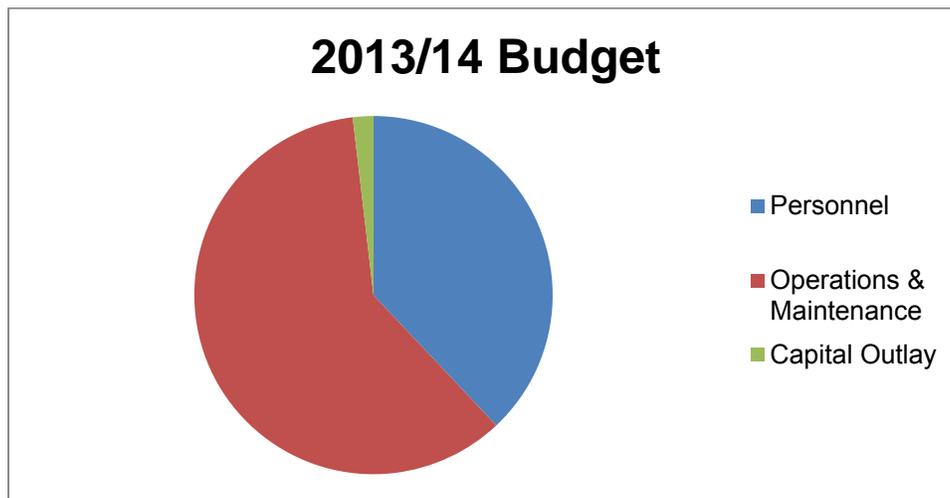
Section III: Operating Budgets
Special Revenue Fund – Street Operating Fund 101

Revenue Comparisons 2011 - 2014					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Intergovernmental	232,990	217,795	198,367	198,367	396,734
Charges for Services	260	244	244	244	488
Miscellaneous	3,312	2,818	2,818	2,818	5,636
Other Sources - Transfers In	114,356	386,856	466,856	466,856	933,712
Subtotal	\$350,918	\$607,713	\$668,285	\$668,285	\$1,336,570
Beginning Fund Balance	\$348,884	\$119,215	\$112,046	\$133,028	\$112,046
Available for Use	\$699,802	\$726,928	\$780,331	\$801,313	\$1,448,616



Section III: Operating Budgets
Special Revenue Fund – Street Operating Fund 101

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$236,499	\$239,337	\$245,444	\$250,352	\$495,796
Operations & Maintenance	\$344,088	\$388,984	\$389,782	\$395,788	\$785,570
Capital Outlay		\$12,077	\$12,077	\$12,077	\$24,154
Subtotal	\$580,587	\$640,398	\$647,303	\$658,217	\$1,305,520
Ending Fund Balance	\$119,215	\$86,530	\$133,028	\$143,096	\$143,096
Total	\$699,802	\$726,928	\$780,331	\$801,313	\$1,448,616



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013-14 Budget	
Street Operating Fund	3.60	3.60	3.60	3.60
Total	3.60	3.60	3.60	3.60

Section III: Operating Budgets

Special Revenue Fund – Street Operating Fund 101

Street Maintenance

Street maintenance includes work performed on the roadway prism including pavement surfaces, shoulders and sidewalks.

Financial Notes:

Prior to 2007, the Street Operating Fund received 10 percent of Fife's total sales tax receipts. During that time, the fund accumulated a substantial reserve. That reserve was used to maintain street operations for several years but was depleted during 2011 and not available thereafter.

2012 Key Accomplishments:

- Repaired paving on 4th St, east of 54th by tribal trust property and in several locations farther east.
- Repaired paving at Freeman road near 50th Street East.
- Repaired paving at Levee Road near City retention pond.
- Repaired paving on 54th Street East next to Fife History Museum.
- Overlaid 15th Street, east of 54th Ave for approximately 300 feet.
- Installed new catch basin and 100 feet of drain line to alleviate flooding on Freeman Road.
- Line trimmed all City guardrails eight different times during the year.
- Replaced 90 feet of damaged sidewalk panels at various locations.

2013 Department Goals:

- Make pavement repairs to Freeman Road from Valley Avenue, north to city limits.
- Make pavement repairs to 46th Avenue, north of highway 99.
- Make pavement repairs to 34th Avenue, north of highway 99.
- Repair damaged sidewalk panels on highway 99, in front of Gull station.

2014 Department Goals:

- Make pavement repairs to Valley Avenue, east of 54th Avenue.
- Make pavement repairs to 23rd Avenue.
- Repair ramp curbs in Radiance sub-division.
- Repair sinking catch basins in Radiance sub-division.

Section III: Operating Budgets
Special Revenue Fund – Street Operating Fund 101

Workload Measures (2012) Projected:

- Maintain approximately 48 linear miles of roadway and 35.5 miles of sidewalk.
- Repair pavement potholes and other damage using approximately 130 tons of ‘hot’ asphalt, 8 tons of ‘cold’ asphalt and 7.5 tons of ‘perma-patch’ asphalt.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Temporarily repair all surface potholes within next business day of being reported; permanently repair any substantial areas within a 6 month time-frame (weather dependent).	100%	100%	100%

Section III: Operating Budgets
Special Revenue Fund – Street Operating Fund 101

Traffic Control - Signs and Markings

This involves the installation and maintenance of all street signs and posts and all pavement striping and markings.

2012 Key Accomplishments:

- Painted all pavement markings to include 356 stop bars, 929 crosswalk bars, 480 arrows, 38 combination arrows, 82 only markings and 4 railroad markings.
- Replaced sign post mounted assemblies with illumination mounted sign assemblies on 54th to reduce obstructions to pedestrian traffic.
- Continued adding sign location, text and status into Geographic Information System.

2013 Department Goals:

- Completion of GIS survey of all signs citywide.

2014 Department Goals:

- Visual and GPS inspection of all signs in city completed on a quarterly basis.

Workload Measures (2012 Projected):

- Install and/or repair approximately 240 signs annually.
- Install and/or repair approximately 225 metal sign posts/bases annually.
- Install/refresh approximately 1,050 feet of pavement markings.
- Repaint approximately 48 linear miles of roadway striping annually (324 gallons white/ 306 gallons yellow/ 5,350 lbs. beads).

Performance Measurements	2012 Target	2012 Actual	2013 2014Target
Percent of signs installed in accordance with the MUTCD requirements and guidelines.	100%	100%	100%
Percent of time damaged regulatory signs/ pole/base are addressed within 48 hours of being reported.	100%	100%	100%
Assess/install/refresh all pavement marking annually to be clear and visible.	100%	50%*	100%
Restripe/refresh arterial striping annually to be clearly visible and distinguishable.	100%	100%	100%

* Switched to paint instead of hot tape as a cost cutting procedure. Procedure is weather dependent and about 50% complete as of 10/19/11.

Section III: Operating Budgets

Special Revenue Fund – Street Operating Fund 101

Traffic Control Vehicle and Pedestrian Signalization/Illumination

This involves the installation and maintenance of all traffic signal systems, pedestrian systems and street light illumination systems.

2012 Key Accomplishments:

- Traffic calming zone established in the Saddle Creek neighborhood, consisting of radar displays and speed signs at 43rd Street and Levee Road entrances.
- Traffic calming zone established on 12th Street at 5400 block and Alexander Avenue entrances.

2013 Department Goals:

- Traffic calming zone for Saddle Creek on 61st Avenue at Levee Road entrance.
- School zone equipment upgrades on 20th Street at 62nd and 5400 block, new equipment, aluminum support poles and amber flashing array.
- New pedestrian crossing beacon at Fife Library.

2014 Department Goals:

- Video detection plans and install at heavy traffic (road lane wear) intersections.
- Logistical install of emergency generator, power hood-ups for high priority intersections.

Workload Measures (2012) Projected:

- Maintain 15 separate signalized traffic intersection systems and all related appurtenances (137 signal heads, 432 LED lamps).
- Maintain 15 separate pedestrian signalized crosswalk movements (120 pedestrian heads and 116 actuator buttons).
- Maintain and repair all City owned/maintained streetlights (556) and parking lot security lights (76).
- Install and maintain (106) seasonal banners and holiday displays.

Section III: Operating Budgets
Special Revenue Fund – Street Operating Fund 101

Performance Measurements	2012 Target	2012 Actual	2013 14 Target
Provide monthly maintenance, testing, cleaning and monitoring for all 14 signals (168 services).	168 Services	168 Services	168 Services
Percent of time damaged pedestrian traffic appurtenances are repaired or addressed within 48 hours of being addressed.	100%	100%	100%
Percent of time damaged street lights/security lights are addressed within one (1) week of being addressed.	100%	95%	100%



Section III: Operating Budgets
Special Revenue Fund – Street Operating Fund 101

Vegetation and Litter Control

Vegetation control includes mowing the shoulders and landscape strips within the road rights-of-way and brush and tree trimming and removal as necessary.

2012 Key Accomplishments:

- Assumed responsibility for the planter strips along Valley Avenue East, between 70th Avenue East and Freeman Road East, after the completion of the construction contractor's plant establishment period.



2013 Department Goals:

- Assume responsibility for the rain-garden infiltration trenches along 48th Street East, east from 70th Avenue East, after completion of the construction contractor's plant establishment period.

2014 Department Goals:

- Assume responsibility for the rain-garden infiltration trenches along 48th Street East, east from 70th Avenue East, after completion of the construction contractor's plant establishment period.

Workload Measures (2012) Projected:

- Flail mow approximately 100 miles of shoulder and public right-of-way annually.
- Mow approximately 250,000 square feet of land (or 5.7 acres) and landscaping strips one to four (4) times a month season dependent.

Performance Measurements	2012 Target	2012 Actual	2013 14Target
Provide initial 'single pass' mowing of all shoulders by May 31 st of each year and subsequent 'full pass' mowing of entire ROW width by July 31 st of each year (field/brush standard).	100%	100%	100%
Provide seasonally adjusted mowing/trimming/edging of all sights, minimum monthly/ maximum bi-monthly (weather dependent) of all City owned/ maintained landscaping strips (lawn care standard).	100%	100%	100%

Section III: Operating Budgets
Special Revenue Fund – Street Operating Fund 101

Snow and Ice Removal

Sanding and plowing of roadways during winter snow and winter weather conditions.

2012 Key Accomplishments:

- Provided increased snow and ice control along the recently completed portion of Valley Avenue East, between 70th Avenue East and Freeman Road East. This street segment had not historically been a priority because its poor condition led to careful driving at low speeds. Early experience in winter conditions after the street reconstruction revealed that higher traffic speeds led to an increased need for winter response.

2013 Department Goals:

- Increase winter response in the vicinity of 20th Street and Port of Tacoma Road, where a long-term detour will be established by the Washington State Department of Transportation, as they close 20th Street west of the intersection to use for staging their construction of a new bridge to carry Interstate 5 over the Puyallup River.



2014 Department Goals:

- Increase winter response in the vicinity of 20th Street and Port of Tacoma Road, where a long-term detour will be established by the Washington State Department of Transportation, as they close 20th Street west of the intersection to use for staging their construction of a new bridge to carry Interstate 5 over the Puyallup River.

Workload Measures (2012) Projected:

- Fife Public Works snowplow/sanding/emergency response varies by event, individual accumulation, weather conditions and Police Department request.

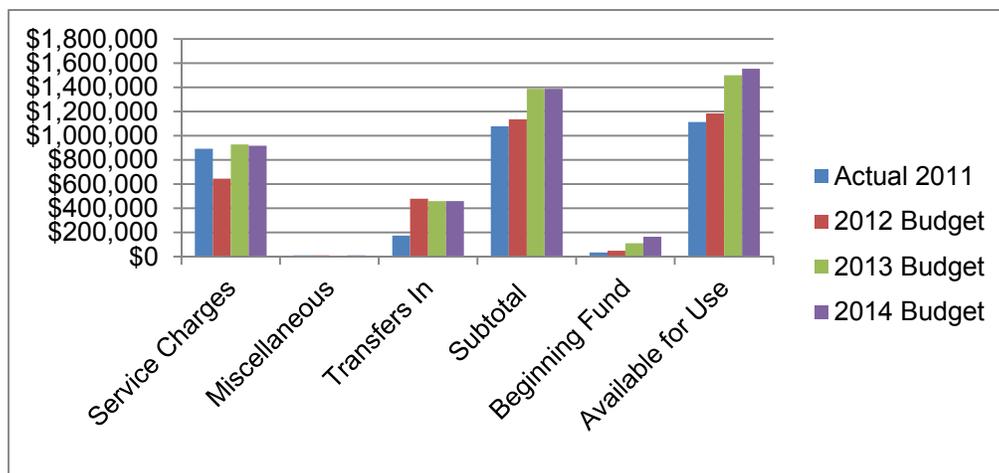
Performance Measurements	2012 Target	2012 Actual	2013 14 Target
Maintain plow & sanding operations until incident end.	100%	100%	100%

Section III: Operating Budgets
Special Revenue Fund –Detention Services Fund 102

Detention Services

The purpose of this fund is to track all expenses related to the housing of Fife prisoners in other jails and to account for the revenues and expenses related to the operation of the City of Fife jail facilities. All monies will be placed into the detention services fund received from any source that is to be expended on the creation, operation, maintenance, expansion, furnishing or any other expenses related to the City’s jail facility. Also to be deposited into this fund are any monies received for the use of the City of Fife jail facilities or for services offered as part of the City of Fife jail operation. All City expenses related to the jail, including but not limited to capital expenditures and operation and maintenance expenditures and all City expenses paid for housing City of Fife prisoners in other jail facilities shall be paid from this fund.

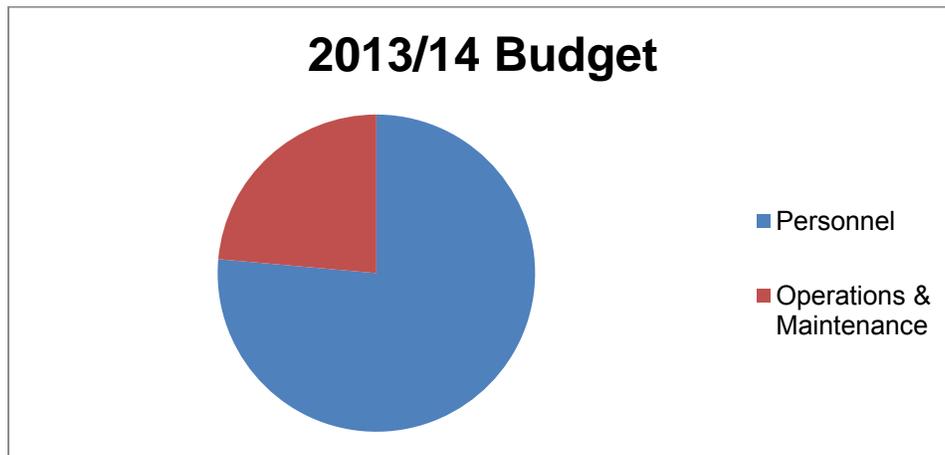
Revenue Comparison					
	Actual 2011	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Service Charges	\$892,030	\$645,002	\$928,768	\$917,650	\$1,846,418
Miscellaneous	\$11,076	\$11,118	\$0	\$11,118	\$11,118
Transfers In	\$174,574	\$479,374	\$460,000	\$460,000	\$920,000
Subtotal	\$1,077,680	\$1,135,494	\$1,388,768	\$1,388,768	\$2,723,203
Beginning Fund	\$35,418	\$49,619	\$111,253	\$165,586	\$165,586
Available for Use	\$1,113,098	\$1,185,113	\$1,500,021	\$1,554,354	\$2,888,789



Section III: Operating Budgets

Special Revenue Fund –Detention Services Fund 102

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$893,578	\$936,036	\$1,022,135	\$1,042,578	\$2,064,713
Operations & Maintenance	\$169,901	\$199,300	\$312,300	\$325,448	\$637,748
Subtotal	\$1,063,479	\$1,135,336	\$1,334,435	\$1,368,026	\$2,702,461
Ending Fund Balance	\$49,619	\$49,777	\$165,586	\$186,328	\$186,328
Total	\$1,113,098	\$1,185,113	\$1,500,021	\$1,554,354	\$2,888,789



Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013-14 Budget	
Detention Services	9.0	9.0	9.0	9.0
Total	9.0	9.0	9.0	9.0

Section III: Operating Budgets
Special Revenue Fund –Detention Services Fund 102

2012 Key Accomplishments:

- Expand partnerships to increase occupancy.
- Evaluate use of electronic home monitoring.

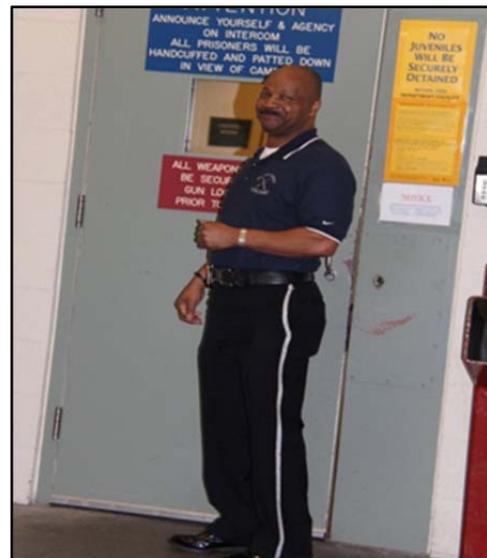
Workload Measures (2012) Projected:

- Working to manage housing of inmates to balance operating costs for the City while maximizing revenue from the jail is a complex issue. Working to support external contracts for long-term housing and arranging transportation via the City and the cooperative chain is essential.

2013-2014 Department Goals:

- Increase number of agencies contracting with the City of Fife.
- Electronic Home Monitoring Program expansion for Fife and other agencies.

Performance Measurement	2011 Actual	2012 Budget	2013-14 Target
Percentage of increase in prisoner days based on 4 th quarter 2011 actuals.	10%	10%	10%



Section III: Operating Budgets
Special Revenue Fund –Detention Services Fund 102

Corrections Records Management

Establish a policy and practice of corrections records.

2012 Key Accomplishments:

- Audit processing procedures implemented to ensure efficiency and reduce written records, except when required.

2013-2014 Department Goals:

- Expand electronic record-keeping
- Research video arraignment capabilities and services

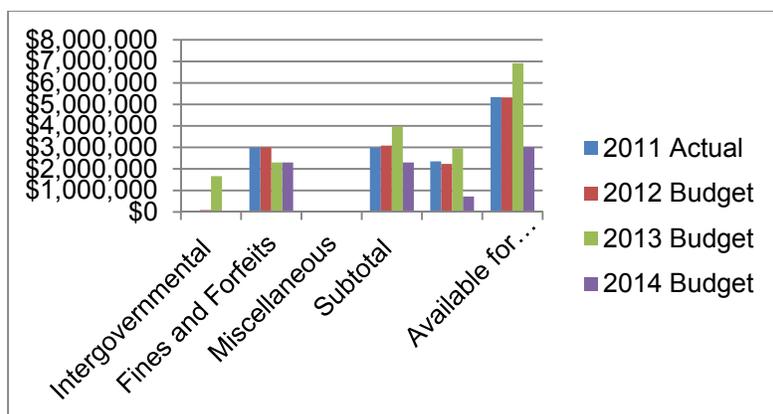
Performance Measurement	2011 Actual	2012 Budget	2013 14 Target
Incorporate State of Washington record retention schedule. Locate prisoner records. Transition to electronic processing and reporting when possible. Eliminate duplication of information and effort to increase efficiencies in running the day to day operations of the facility in addition to the booking process.	95%	100%	100%

Section III: Operating Budgets
Special Revenue Fund – Public Safety Fund 103

Public Safety

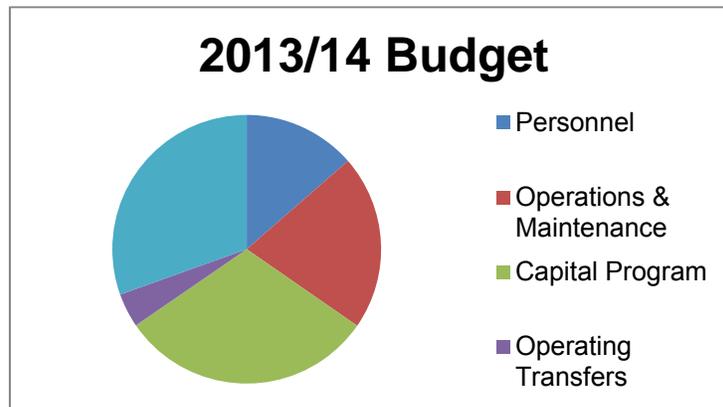
The purpose of the Public Safety Fund is to segregate, budget, expend and account for monies derived from the photo red light enforcement program, pursuant to Chapter 10.60 FMC. Expenditures from the public safety fund may only be used for the purpose of paying for the costs of the red light enforcement program, including the City’s administrative costs; provided, however, if there are surplus monies in the fund, then the surplus monies may only be expended for the following purposes: (1) purchase and installation of school zone signs and lights; (2) pedestrian overpass/underpass design and construction costs; (3) sidewalk design and construction costs; (4) streetlight acquisition, operation and maintenance; (5) signalized pedestrian crosswalks; (6) the purchase, design and construction of pedestrian trails that serve to redirect pedestrian traffic off of streets with high traffic volumes; and (7) the design and construction of similar pedestrian safety oriented improvements.

Revenues					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Intergovernmental	\$0	\$84,150	\$1,660,800	\$0	\$1,660,800
Fines and Forfeits	\$2,982,057	\$3,000,000	\$2,300,000	\$2,300,000	\$4,600,000
Miscellaneous	\$3,938	\$800	\$1,000	\$1,000	\$2,000
Subtotal	\$2,985,995	\$3,084,950	\$3,961,800	\$2,301,000	\$6,262,800
Beginning Fund Balance	\$2,351,631	\$2,236,199	\$2,955,553	\$714,525	\$2,955,553
Available for Use	\$5,337,626	\$5,321,149	\$6,917,353	\$3,015,525	\$9,218,353



Section III: Operating Budgets
Special Revenue Fund – Public Safety Fund 103

Expenditures					
	2011 Actual	2012 Budget	2013 Budget	2014 Budget	2013/14 Budget
Personnel	\$422,462	\$474,695	\$518,219	\$528,584	\$1,046,803
Operations & Maintenance	\$599,564	\$805,045	\$805,183	\$819,295	\$1,624,478
Capital Program	\$2,545	\$409,200	\$2,372,570	\$0	\$2,372,570
Operating Transfers	\$76,856	\$76,856	\$156,856	\$159,993	\$316,849
Capital Transfer	\$2,000,000	\$2,000,000	\$2,350,000	\$0	\$2,350,000
Subtotal	\$3,101,427	\$3,765,796	\$6,202,828	\$1,507,872	\$7,710,700
Ending Fund Balance	\$2,236,199	\$1,555,353	\$714,525	\$1,507,653	\$1,507,653
Total	\$5,337,626	\$5,321,149	\$6,917,353	\$3,015,525	\$9,218,353



Personnel Summary				
	2011 Actual	2012 Budget	2013 Budget	2014 Budget
Detention Services	3.25	3.00	3.00	3.00
Police Services	4.00	4.00	4.00	4.00
Total	7.25	7.00	7.00	7.00

Financial Notes:

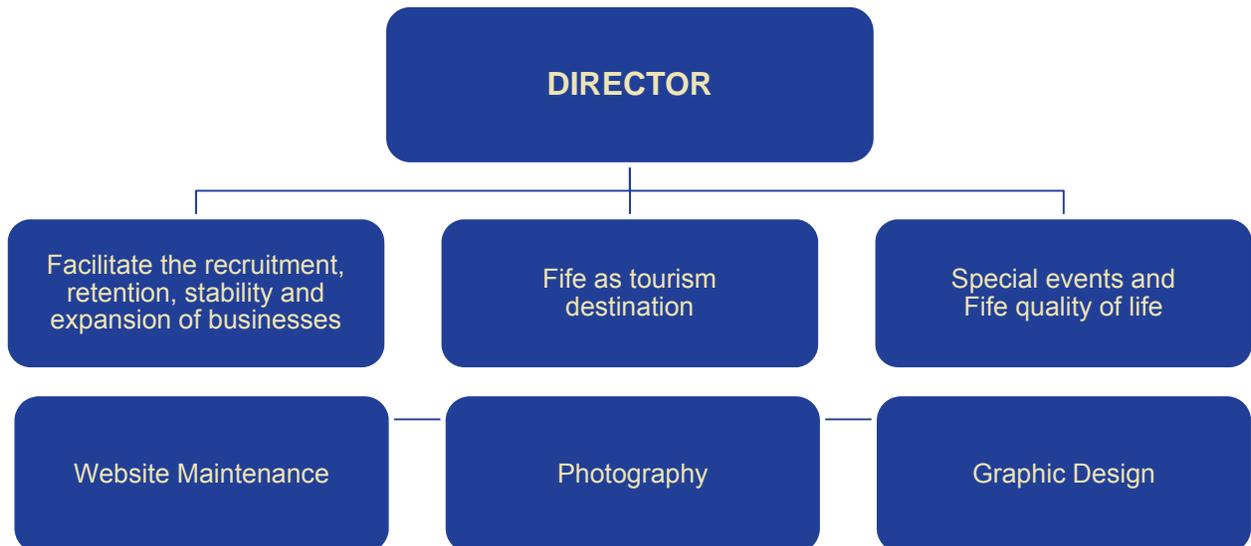
- 2012 personnel for Court Services include two Court Clerks and one temporary Office Assistant.
- 2012 personnel for Police Services include two Police Specialists, one Police patrol and one temporary Office Assistant

Section III: Operating Budgets

Special Revenue Fund – Stadium & Convention Fund 104

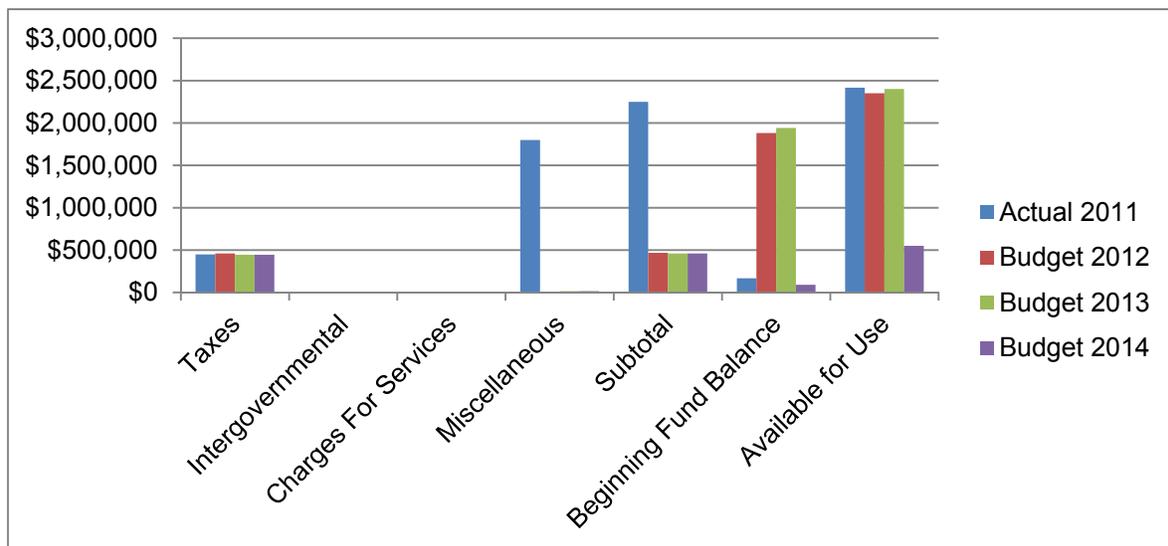
Marketing & Economic Development

The office of Marketing & Economic Development exists to facilitate the recruitment, retention, stability and expansion of businesses; marketing and promotion of Fife as a tourism destination; and promotion of special events and Fife quality of life. Other responsibilities assigned to this office include, but are not limited to: website maintenance, photography, graphic design and liaison to groups and commissions.



Section III: Operating Budgets
Special Revenue Fund – Stadium & Convention Fund 104

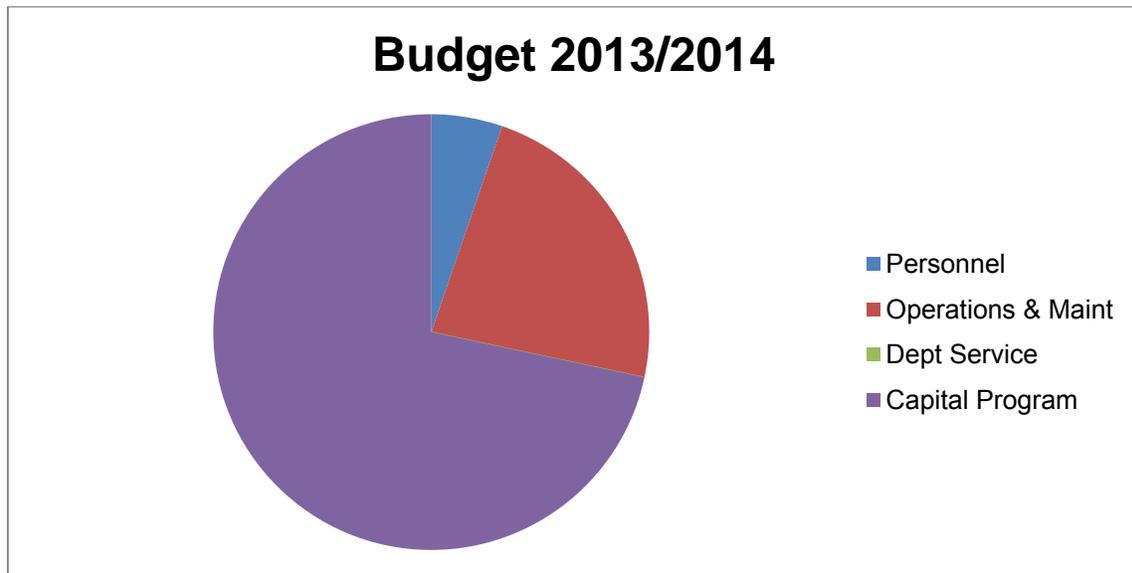
Revenues					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Taxes	\$450,040	\$460,000	\$445,000	\$445,000	\$890,000
Intergovernmental	\$0	\$0	\$0	\$0	\$0
Charges For Services	\$345	\$0	\$0	\$0	\$0
Miscellaneous	\$1,798,789	\$8,500	\$16,000	\$16,000	\$32,000
Subtotal	\$2,249,174	\$468,500	\$461,000	\$461,000	\$922,000
Beginning Fund Balance	\$168,362	\$1,881,859	\$1,941,537	\$89,952	\$1,941,537
Available for Use	\$2,417,536	\$2,350,359	\$2,402,537	\$550,952	\$2,863,537



Section III: Operating Budgets

Special Revenue Fund – Stadium & Convention Fund 104

Expenses					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$66,111	\$66,033	\$72,118	\$73,925	\$146,043
Operations & Maint	\$352,712	\$337,454	\$278,254	\$359,467	\$637,721
Dept Service	\$48,698	\$0	\$0	\$0	\$0
Capital Program	\$68,157	\$1,750,000	\$1,962,213	\$20,000	\$1,982,213
Subtotal	\$535,678	\$2,153,487	\$2,312,585	\$453,392	\$2,765,977
Ending Fund Balance	\$1,881,859	\$196,872	\$89,952	\$97,560	\$97,560
Total	\$2,417,537	\$2,350,359	\$2,402,537	\$550,952	\$2,863,537



Section III: Operating Budgets

Special Revenue Fund – Stadium & Convention Fund 104

2012 Key Accomplishments

- Met with 24 Fife businesses for purposes of retention or expansion.
- Sent 35 welcome packets to new businesses.
- Relocation Guides updated.
- \$13,000 sponsorship dollars solicited for the Harvest Festival.
- Two trade shows attended.
- Managed Fife Public Arts Commission, numerous art projects, and installed five art pieces.
- Produced three Rainier Country Fife episodes.
- 169,900 hits to City of Fife website (9/2010-9/2011).

2013 Department Goals

- Visit 30 Fife businesses for purposes of retention and expansion.
- Contact 20 businesses for possible relocation.
- Attend three tradeshow.
- Launch sports marketing effort with the Fife Chamber.
- 200,000 unique hits to new City of Fife website.

Section III: Operating Budgets

Special Revenue Fund – Stadium & Convention Fund 104

Marketing & Tourism

The program will enhance tourism by creating retail business for restaurants, shopping and car dealerships, patronage to City functions, creation of promotional print media, raising consumer and athletic awareness of amenities and facilities of Fife and improving the public perception of the City of Fife.

Workload Measures (2012) Projected:

- Three trade shows attended (2011)
- Five collateral and joint advertisements (2011)
- Co-op with Fife Chamber for Tourism Marketing

Performance Measurement	2011 Actual	2012 Budget	2013 14 Target
5% Increase in hotel occupancy/lodging Tax Rates receipted.		100%	105%
5% sales tax rates receipted.		0%	5%
8% Increase in web hits.		7%	8

Section III: Operating Budgets

Special Revenue Fund – Stadium & Convention Fund 104

Design, Photography, Special Events

This portion of the program exists to create, design and print promotional materials and advertisements for the Office of Marketing & Economic Development and many other City departments. It maintains the City of Fife web and social media pages, photographs City events, facilities and general programs; and plans, solicits sponsorships and executes many special events.

Workload Measures (2012) Projected:

- Four special events per year
- Twenty social media updates per month
- 35 advertisements, banners, etc. created

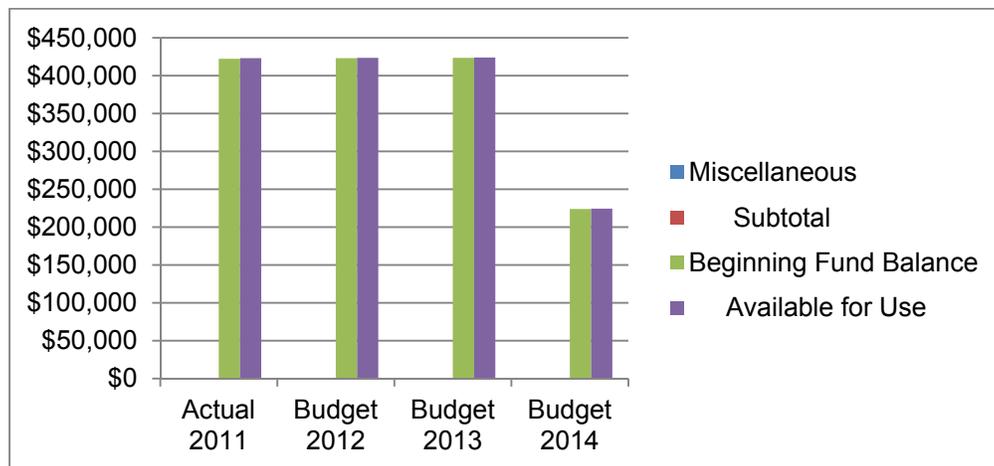
Performance Measurement	2011 Actual	2012 Budget	2013 14 Target
Attendance to special events	100%	100%	100%
Twenty social media updates per month	100%	100%	115%
Creates advertisements, banners, and other promotional materials	35	35	40

Section III: Operating Budgets
Special Revenue Fund –Contingency Fund 105

Contingency

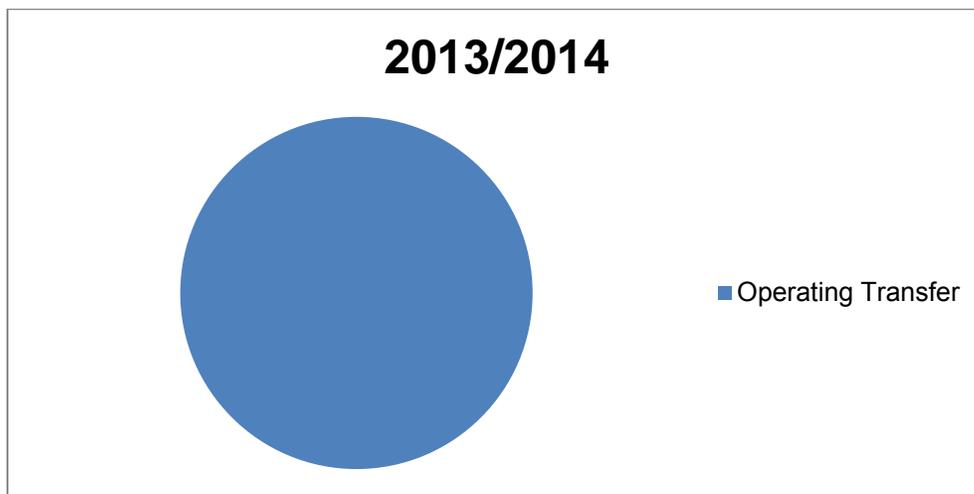
The purpose of the Contingency Fund is to provide monies with which to meet any municipal expense, the necessity or extent of which could not have been foreseen or reasonably evaluated at the time of adopting the annual budget. This fund may be supported by a budget appropriation from any tax or other revenue source not restricted in use by law. The total amount accumulated in such a fund at any time shall not exceed the equivalent of 37.5 cents per thousand dollars of assessed valuation of property within the City at such time.

Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Miscellaneous	\$824	\$400	\$400	\$400	\$800
Subtotal	\$824	\$400	\$400	\$400	\$800
Beginning Fund Balance	\$422,430	\$423,254	\$423,654	\$224,054	\$423,654
Available for Use	\$423,254	\$423,654	\$424,054	\$224,454	\$424,454



Section III: Operating Budgets
Special Revenue Fund –Contingency Fund 105

Expenditure Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Operating Transfer	\$0	\$0	\$200,000	\$200,000	\$400,000
Subtotal	\$0	\$0	\$200,000	\$200,000	\$400,000
Ending Fund Balance	\$423,254	\$423,654	\$224,054	\$24,454	\$24,454
Total	\$423,254	\$423,654	\$424,054	\$224,454	\$424,454

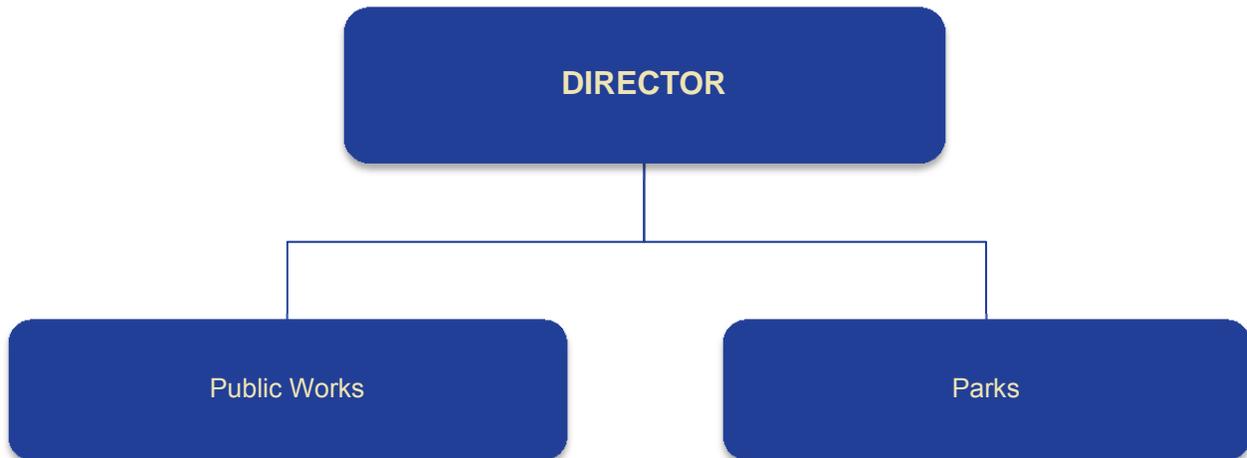


Section III: Operating Budgets

Special Revenue Fund –Growth Management Fund 106

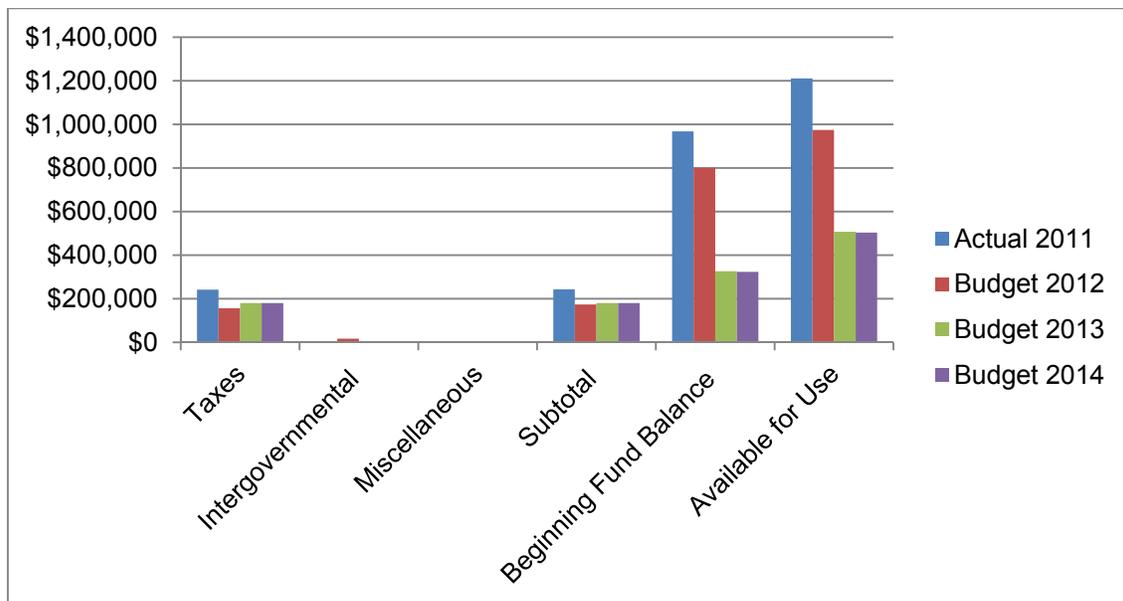
Growth Management

Growth Management Fund segregates, budgets, expends & accounts for monies dedicated to the purpose of preparing and implementing growth management programs as required and as intended by State statute. The real estate excise tax (“REET”) is levied on each sale of real property within the City at the rate of 0.50% of the selling price. Per statute, the City may only use REET receipts for certain capital expenditures and not for City operations.



Section III: Operating Budgets
Special Revenue Fund –Growth Management Fund 106

Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Taxes	\$241,590	\$156,000	\$180,000	\$180,000	\$360,000
Intergovernmental	\$0	\$17,112	\$0	\$0	\$0
Miscellaneous	\$1,678	\$800	\$500	\$500	\$1,000
Subtotal	\$243,268	\$173,912	\$180,500	\$180,500	\$361,000
Beginning Fund Balance	\$968,098	\$800,682	\$326,615	\$323,436	\$326,615
Available for Use	\$1,211,366	\$974,594	\$507,115	\$503,936	\$687,615



Section III: Operating Budgets
Special Revenue Fund –Growth Management Fund 106

	Expenditure				
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Operations & Maint	\$75,076	\$0	\$0	\$0	\$0
Debt Service	\$67,679	\$67,679	\$67,679	\$67,679	\$135,358
Capital Program	\$267,929	\$580,000	\$116,000	\$0	\$116,000
Subtotal	\$410,684	\$0	\$183,679	\$67,679	\$251,358
Ending Fund Balance	\$800,682	\$326,915	\$323,436	\$436,257	\$436,257
Total	\$1,211,366	\$974,594	\$507,115	\$503,936	\$687,615

Financial Notes:

- Debt Service is for the acquisition of right-of-way for continuation of 59th Avenue East.
- The Capital Program is for improvements to the north and south municipal campuses.

Section III: Operating Budgets

Special Revenue Fund –Growth Management Fund 106

2011 Key Accomplishments

- The Growth Management Fund paid Fife's contribution to the Tideflats Area Transportation Study, in partnership with the Puyallup Tribe, Washington State Department of Transportation, Washington State Freight Mobility Strategic Investment Board, Pierce County, the City of Tacoma and the Port of Tacoma. This study developed recommendations for transportation projects to be completed in the partners' jurisdictions over the next 30 years to improve mobility and access. Key projects in Fife include the completion of the SR 167 freeway extension, the reconstruction of the Port of Tacoma and 54th Avenue interchanges with I-5, the construction of new I-5 crossings at Frank Albert Road and 62nd Avenue East, the construction of new grade separated crossings of the Union Pacific Railroad at 54th and 70th Avenues East, the replacement of the Milroy Bridge over the Puyallup River with a new six lane bridge at 70th Avenue and the extension of 12th Street East from Alexander Avenue to 34th Avenue. Sponsor agencies agreed to support each other's efforts to fund and complete their projects; several such projects have very clear benefit to Fife, including the replacement of the Eel Street/Pacific Avenue Bridge over the Puyallup River and the construction of new ramps between SR 509 and D Street; each of these projects is in the City of Tacoma and will improve access for trucks to serve the Port of Tacoma without traversing Fife's City streets
- The Growth Management Fund acquired the Kinoshita property as a key addition to the south municipal campus. The fund also paid Fife's debt service for 59th Avenue right-of-way, for the street's extension to 12th Street. The fund paid for the construction of a new bathroom to serve the Fife Municipal Court and paid for the capital repair of heating, ventilation and air conditioning systems in the Court building. The fund paid the Fife Historical Society, on a reimbursement basis, for the Society's improvements to the Dacca Barn.

Section III: Operating Budgets

Special Revenue Fund –Growth Management Fund 106

2012 Key Accomplishments

- **Fife Swim Center Piping Replacement Project**

The Growth Management Fund received an appropriation of \$30,000.00 to pay for replacement of aging piping infrastructure. This project was put out to public bid and was awarded to General Mechanical Inc. The work was completed on schedule and under budget. The replacement of this piping should put this part of the overall mechanical systems of the Fife Swim Center in good operational condition for the next twenty years.

- **Fife Community Center Facility Improvements Project**

The Fife Community Center was appropriated \$125,000 to pay for a variety of improvements that included removal of the remaining skylights over the lobby, new flooring in the rental hall and main hallway, new carpeting in the lobby and downstairs offices, new countertops and sinks in the main restrooms, and painting in the rental hall, main hallway and restrooms. The work was bid out and awarded to various contractors. The work was completed satisfactorily and significantly under budget.

- **Fife Community Center Improvements Project**

The Fife Community Center completed several improvements to the interior and exterior of the building with a \$30,000.00 appropriation in the Growth Management Fund. Interior work accomplished included replacement of the kitchen heater, installation of new flooring in all restrooms and installation of three new sets of entry/exit double doors. The kitchen heater and entry/exit doors were original equipment and more than thirty years old. The external improvements included replacing all twelve of the security lights that ring the outside of the building. These improvements have provided much needed upgrades to important equipment and improved the security of our staff and patrons.

2012 Department Goals:

- The Growth Management Fund will pay Fife's debt service for the Kinoshita property, a key addition to the municipal campus. The fund will also pay Fife's debt service for 59th Avenue right-of-way, for the street's extension to 12th Street.
- To perform repetitive maintenance on the buildings that make up the two municipal campuses to prevent building deterioration.
- To perform building upgrades to meet the changing needs of building occupancies
- Continue to make debt service payments.
- Miscellaneous improvements to City Facilities.

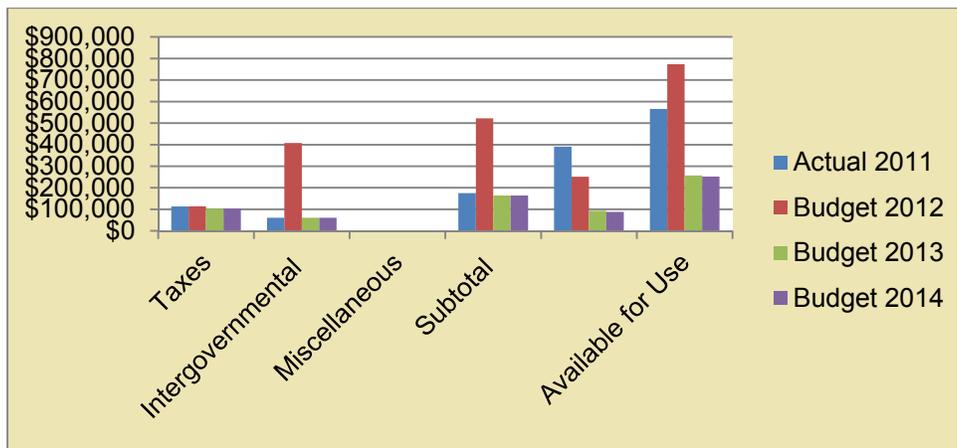
Section III: Operating Budgets

Special Revenue Fund –Criminal Justice Fund 107

Criminal Justice

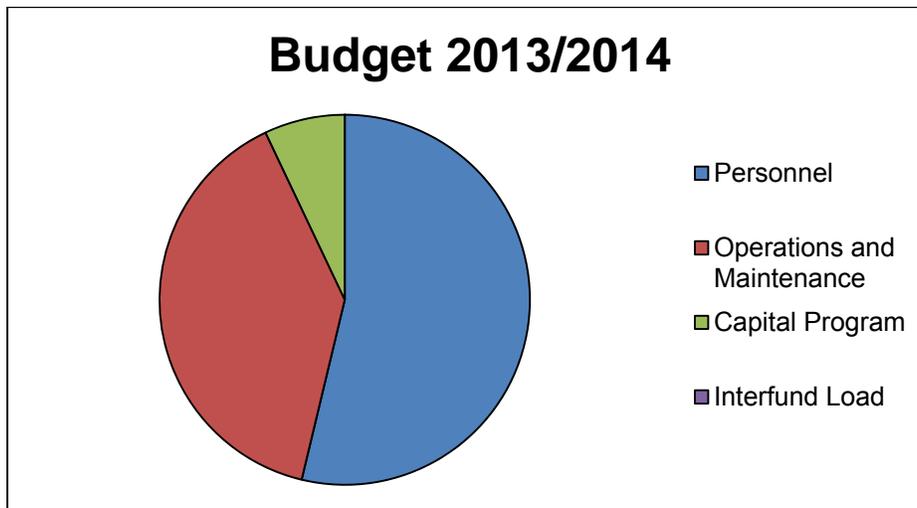
The purpose of the Criminal Justice Fund is to segregate, budget, expend and account for monies dedicated to the purpose of augmenting existing funding levels for the City’s criminal justice system, as required and intended by State Law. The Director for this Fund is the Chief of Police.

Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Taxes	\$113,491	\$114,082	\$103,000	\$103,000	\$206,000
Intergovernmental	\$61,088	\$407,870	\$61,118	\$61,118	\$122,236
Miscellaneous	\$641	\$100	\$100	\$100	\$200
Subtotal	\$175,220	\$522,052	\$164,218	\$164,218	\$328,436
Beginning Fund Balance	\$390,710	\$251,483	\$93,250	\$88,048	\$93,250
Available for Use	\$565,930	\$773,535	\$257,468	\$252,266	\$421,686



Section III: Operating Budgets
Special Revenue Fund –Criminal Justice Fund 107

Expenditure					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$28,835	\$80,893	\$90,561	\$92,712	\$183,273
Operations and Maintenance	\$65,611	\$67,080	\$66,859	\$66,854	\$133,713
Capital Program	\$0	\$280,230	\$12,000	\$12,000	\$24,000
Interfund Loan	\$220,000	\$162,000	\$0	\$0	\$0
Subtotal	\$314,446	\$590,203	\$169,420	\$171,566	\$340,986
Ending Fund Balance	\$251,483	\$183,332	\$88,048	\$80,700	\$80,700
Total	\$565,930	\$773,535	\$257,468	\$252,266	\$421,686



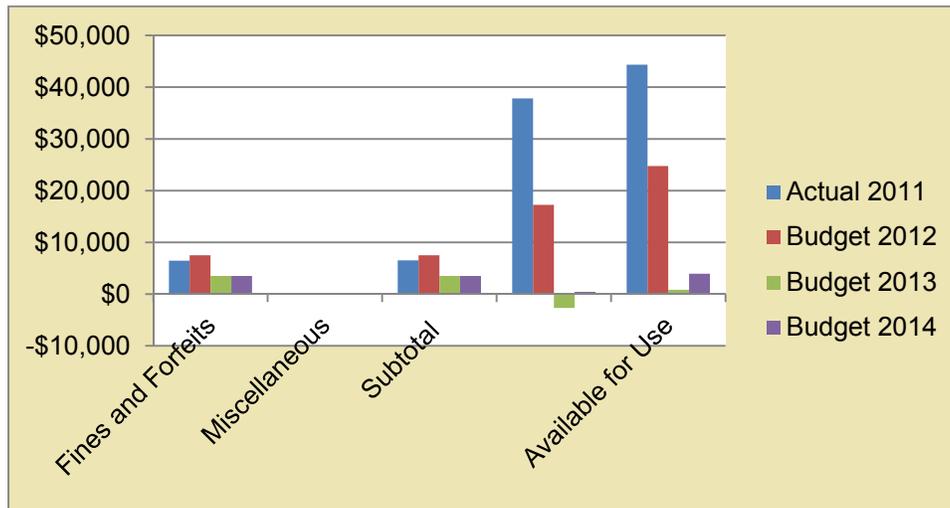
Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013/2014 Budget	
Criminal Justice	1.0	1.0	1.0	1.0
Total	1.0	1.0	1.0	1.0

Section III: Operating Budgets
Special Revenue Fund – D.A.R.E. Fund 108

D.A.R.E.

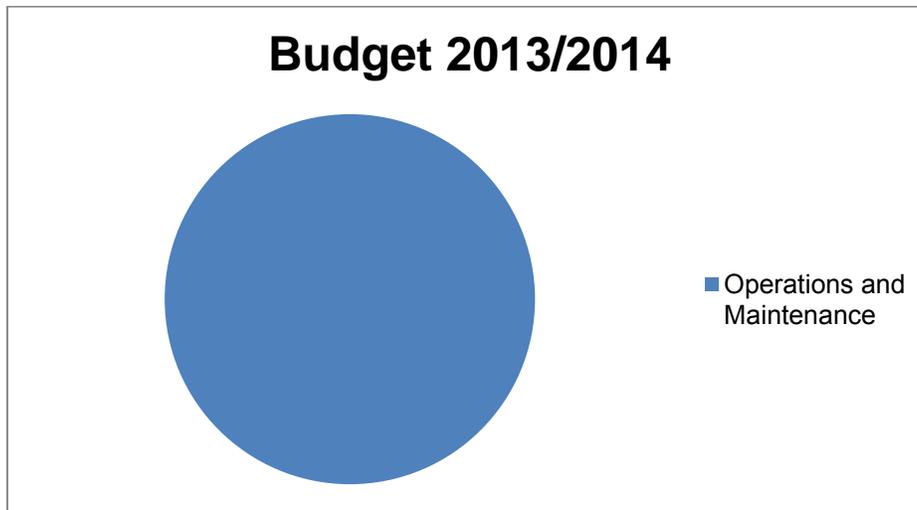
A nationally recognized program, the Fife Police D.A.R.E. program teaches our community’s children resistance to drug abuse. This on-going program is funded by court assessments. The Director for this fund is the Chief of Police.

Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Fines and Forfeits	\$6,472	\$7,500	\$3,500	\$3,500	\$7,000
Miscellaneous	\$52	\$0	\$0	\$0	\$0
Subtotal	\$6,523	\$7,500	\$3,500	\$3,500	\$7,000
Beginning Fund Balance	\$37,822	\$17,252	-\$2,684	\$434	-\$2,684
Available for Use	\$44,345	\$24,752	\$816	\$3,934	\$4,316



Section III: Operating Budgets
Special Revenue Fund – D.A.R.E. Fund 108

Expenditure					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$22,776	\$23,054	\$0	\$0	\$0
Operations and Maintenance	\$4,317	\$5,382	\$382	\$382	\$764
Subtotal	\$27,093	\$28,436	\$382	\$382	\$764
Ending Fund Balance	\$17,252	-\$3,684	\$434	\$3,552	\$3,552
Total	\$44,345	\$24,752	\$816	\$3,934	\$4,316



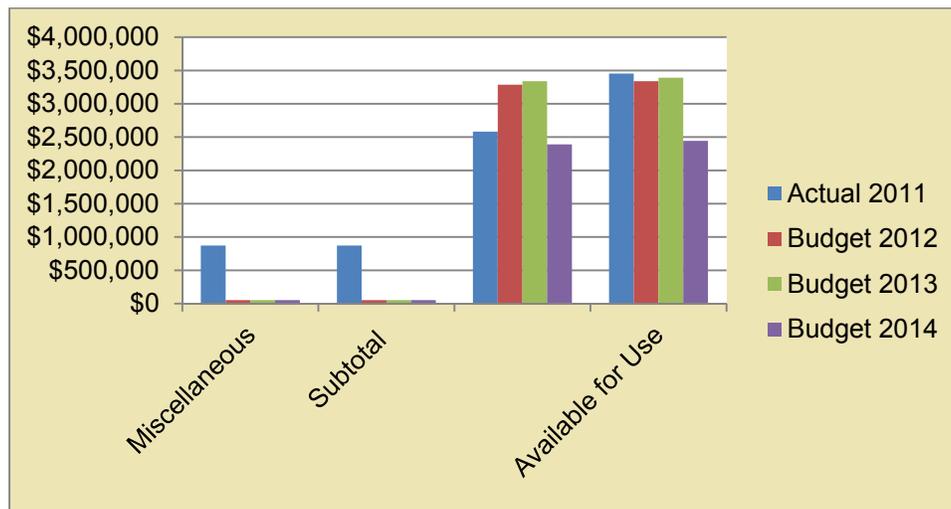
Personnel Summary (Number of FTEs)				
	2011 Budget	2012 Budget	2013-14 Budget	
Community Policing	0.20	0.20	0.20	0.20
Total	0.20	0.20	0.20	0.20

Section III: Operating Budgets
Special Revenue Fund – Impact and Mitigation Fund 109

Impact and Mitigation

The Impact and Mitigation Fund is used to receive revenues and segregate into general, street, park and utility categories dollars that have been contributed and dedicated for the purpose of mitigating the impacts to the City of developer related projects or for assessments by the City for impacts brought about by the development projects.

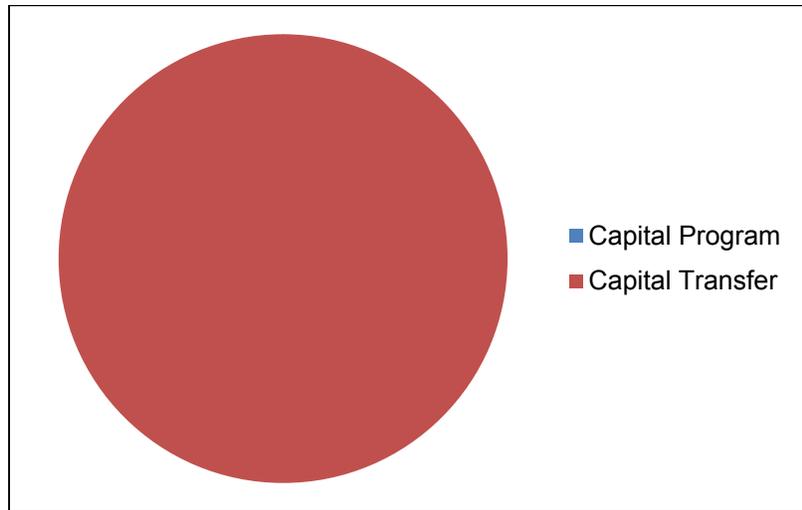
Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Miscellaneous	\$870,559	\$52,000	\$52,000	\$52,000	\$104,000
Subtotal	\$870,559	\$52,000	\$52,000	\$52,000	\$104,000
Beginning Fund Balance	\$2,582,339	\$3,286,516	\$3,338,516	\$2,390,516	\$3,338,516
Available for Use	\$3,452,898	\$3,338,516	\$3,390,516	\$2,442,516	\$3,442,516



Section III: Operating Budgets

Special Revenue Fund – Impact and Mitigation Fund 109

Expenditure					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Capital Program	\$166,382	\$0	\$0	\$0	\$0
Capital Transfer	\$0	\$1,000,000	\$1,000,000	\$0	\$1,000,000
Subtotal	\$166,382	\$1,000,000	\$1,000,000	\$0	\$1,000,000
Ending Fund Balance	\$3,286,516	\$2,338,516	\$2,390,516	\$2,442,516	\$2,442,516
Total	\$3,452,898	\$3,338,516	\$3,390,516	\$2,442,516	\$3,442,516

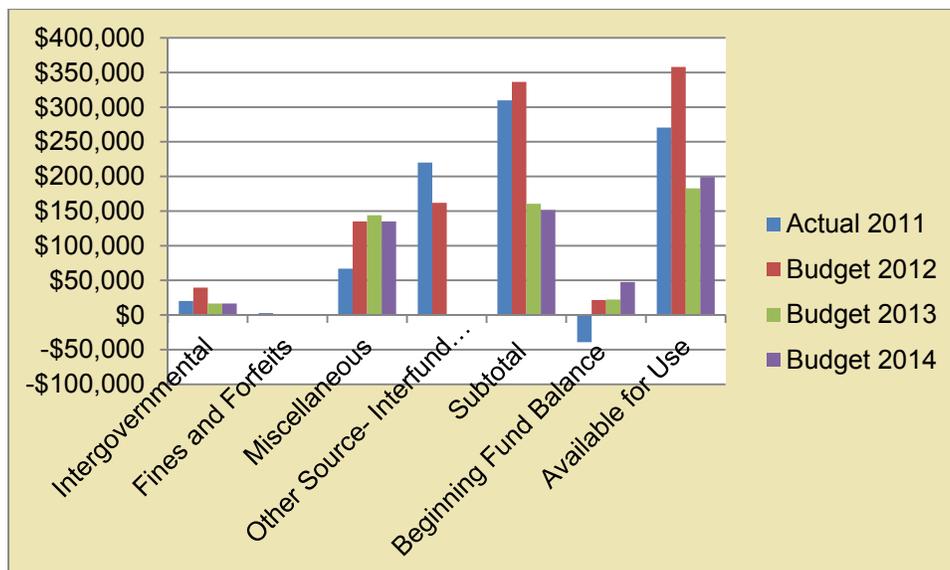


Section III: Operating Budgets
Special Revenue Fund – Drug Intervention Fund 110

Drug Intervention

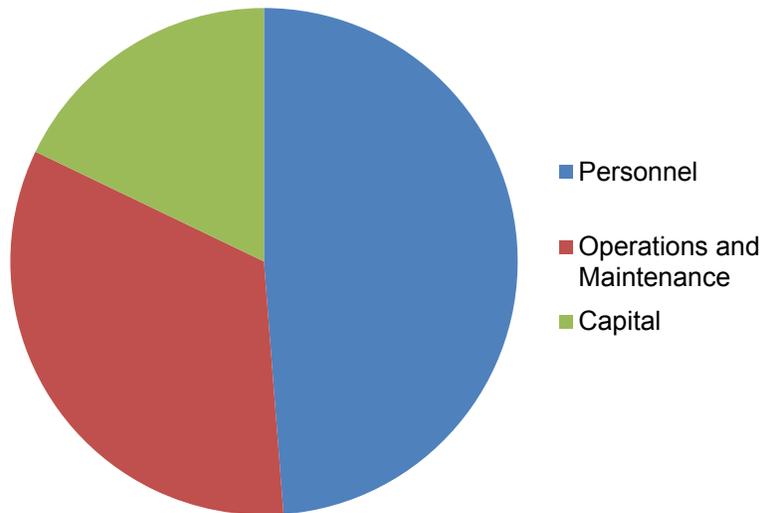
Investigative fund assessments, evidence fund confiscations and other drug related money is deposited into this fund. Its use is restricted to the expansion and improvement of controlled substances related to law enforcement activity. The Chief of Police is the Director of the Fund.

Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Intergovernmental	\$20,207	\$39,500	\$16,500	\$16,500	\$33,000
Fines and Forfeits	\$2,842	\$0	\$0	\$0	\$0
Miscellaneous	\$66,752	\$135,000	\$144,000	\$135,000	\$279,000
Other Source- Interfund Loan	\$220,000	\$162,000	\$0	\$0	\$0
Subtotal	\$309,802	\$336,500	\$160,500	\$151,500	\$312,000
Beginning Fund Balance	-\$39,204	\$21,661	\$22,363	\$47,535	\$22,363
Available for Use	\$270,597	\$358,161	\$182,863	\$199,035	\$334,363



Section III: Operating Budgets
Special Revenue Fund – Drug Intervention Fund 110

Expenditure					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$236,573	\$271,363	\$65,077	\$68,709	\$133,786
Operations and Maintenance	\$12,363	\$45,700	\$45,751	\$45,751	\$91,502
Capital	\$0	\$24,500	\$24,500	\$24,500	\$49,000
Subtotal	\$248,936	\$341,563	\$135,328	\$138,960	\$274,288
Ending Fund Balance	\$21,661	\$16,598	\$47,535	\$60,075	\$60,075
Total	\$270,597	\$358,161	\$182,863	\$199,035	\$334,363



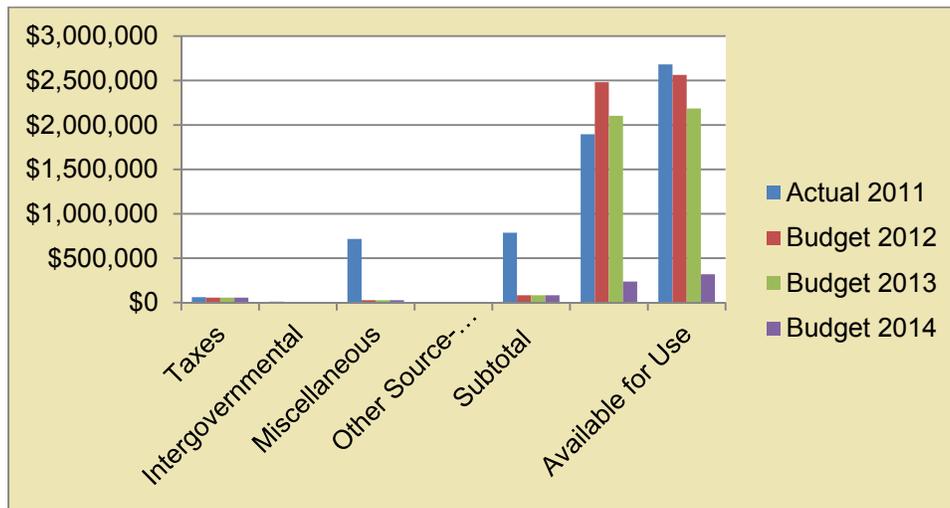
Personnel Summary (Number of FTEs)				
	2011 Actual	2012 Budget	2013/2014 Budget	
Drug Intervention	2.0	2.0	2.0	2.0
Total	2.0	2.0	2.0	2.0

Section III: Operating Budgets
Special Revenue Fund – Park Acquisition Fund 111

Park Acquisition

All monies received from grants for park development and acquisitions are deposited into this fund. All monies received by the City from the lease agreement entered into by and between the City of Fife and GTE Mobilnet Incorporated are designated for this fund for the acquisition and development of City parks. The net proceeds from the sale of the City property located at 5209 Pacific Highway East were deposited into this fund.

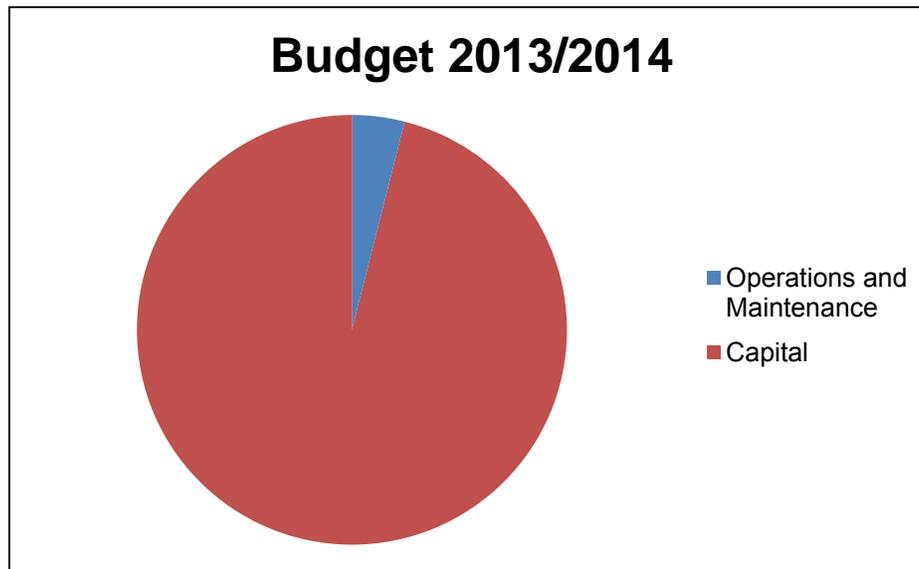
Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Taxes	\$59,764	\$56,000	\$56,000	\$56,000	\$112,000
Intergovernmental	\$10,000	\$0	\$0	\$0	\$0
Miscellaneous	\$716,369	\$26,422	\$26,422	\$26,422	\$52,844
Other Source- Transfer In	\$0	\$0	\$0	\$0	\$0
Subtotal	\$786,133	\$82,422	\$82,422	\$82,422	\$164,844
Beginning Fund Balance	\$1,895,196	\$2,481,860	\$2,103,579	\$236,698	\$2,103,579
Available for Use	\$2,681,329	\$2,564,282	\$2,186,001	\$319,120	\$2,268,423



Section III: Operating Budgets

Special Revenue Fund – Park Acquisition Fund 111

Expenditure					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Operations and Maintenance	\$20,000	\$54,303	\$39,303	\$39,303	\$78,606
Capital	\$179,468	\$1,960,000	\$1,910,000	\$0	\$1,910,000
Subtotal	\$199,468	\$2,014,303	\$1,949,303	\$39,303	\$1,988,606
Ending Fund Balance	\$2,481,860	\$549,979	\$236,698	\$279,817	\$279,817
Total	\$2,681,329	\$2,564,282	\$2,186,001	\$319,120	\$2,268,423



Financial Notes:

- Beginning Fund Balance includes \$691,044 from the restricted proceeds from the sale of real property known as the Gathering Place in 2011.
- Maintenance & Operations includes Interfund project management services by Public Works/Engineering division.
- Capital Program includes Brookville Gardens Community Park.
- Remaining amount consists of small park related capital projects.

Section III: Operating Budgets

Special Revenue Fund – Park Acquisition Fund 111

2012 Key Accomplishments:

Five separate park projects received appropriated funding from this account for 2012 projects. These include: Brookville Gardens Community Park A & E Design, Hylebos/Milgard Nature Area Trail Improvements, Calsense Irrigation Control Systems Upgrade, Centennial Park Drainage System, and a lump sum of \$75,000.00 for various other park improvements throughout the system.

- Brookville Gardens Community Park – Architectural and engineering design work continued throughout all of 2012. It is anticipated that final design will be completed and a bid document prepared before year's end so that the project can be put out for bid in early 2013.
- Hylebos/Milgard Nature Area Trail Improvements – This project was done in-house and involved the widening of the Milgard Trail, installation of new gravel on both sections of trail, and installation of bollards on both ends of the Milgard trail to control access. PRCS and PW staff partnered to complete the trail widening portion of the project. Well over 100 trees had to be removed to restore the original width of the trail. This part of the project was very labor intensive and took a great deal of time to complete. The application of new gravel was performed by the Parks Maintenance staff and the bollard installation was done as part of an Eagle Scout project.
- Calsense Irrigation System Upgrades – The Calsense Irrigation Control System received a significant upgrade. This control system is used in all city parks. New controllers and additional hardware and software are in the process of being installed to allow remote access for programming and monitoring system performance. These upgrades will save considerable staff time and are projected to save approximately 30% on water consumption.
- Centennial Park Drainage System – (I would ask Russ or Ken Gill to provide the comments here as this was a PW managed project)
- Various Park System Improvements – A total of four projects were included in this item. They included: 1. Improved landscaping and adding amenities around the storm water ponds/off leash dog area at Dacca Park. 2. Site improvements to the "Triangle" Property such as invasive species removal and basic landscaping. 3. Installation of a trailhead at the Levee Road Pond site to include interpretative and park rules and landscaping. 4. Extensive invasive species removal at the Wapato Nature Area site adjacent to Wedge Park.

Due to the amount of time spent on other projects, and daily workload, various park system improvement projects realized minimal progress. Some landscape improvements were done in the Off Leash Dog Area of Dacca Park. More work is scheduled for that facility. The Triangle Park Property was maintained at prior year levels and parks staff was not able to complete any additional landscaping on the site. More work is planned for this site as well. The Levee Road trailhead project is in the midst of final design. Staff from various departments worked together to recommend a design. The PRCS Board reviewed the design and provided feedback to staff on a final design. The Fife City Council has appropriated funding in the 2013 Capital Projects budget to complete this site improvement. As was the case with the Triangle Park property, staff did not have sufficient time or resources to complete work at the Wapato Nature Area. This item will be added to the 2013 work plan and most likely will be completed by the Community Service Work Crew program

Section III: Operating Budgets

Special Revenue Fund – Park Acquisition Fund 111



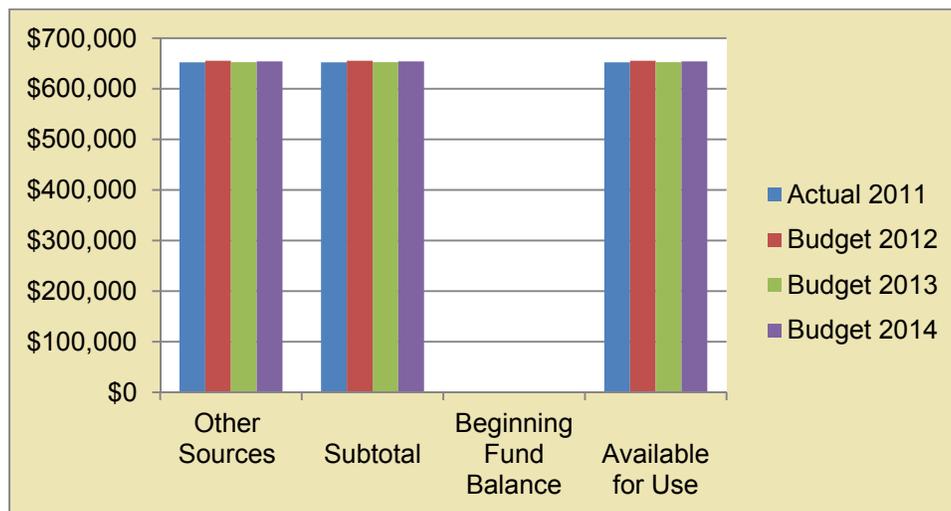
Section III: Operating Budgets

Debt Service Fund—2007 Long Term GO Street Constr Bond Fund 207

**2007 Long Term General Obligation
Street Construction Bond**

The purpose of the Street Construction Bond Fund shall be to segregate monies that have been received for the purpose of street construction for those projects identified in the City's adopted Transportation Improvement Program (TIP). The Finance Director shall create such special categories as are necessary to properly account for funds required to be expended on a specific project.

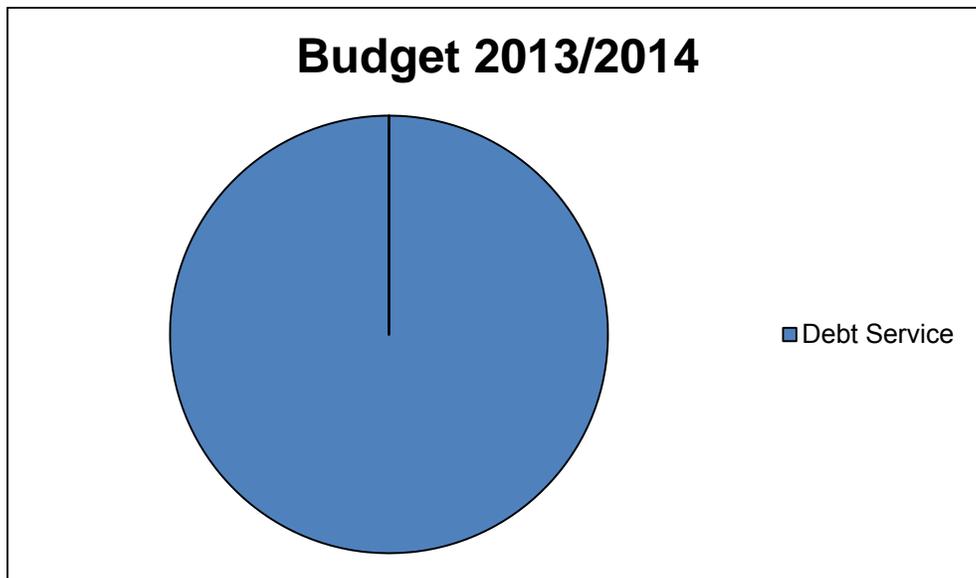
Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Other Sources	\$652,405	\$655,405	\$652,605	\$654,205	\$1,306,810
Subtotal	\$652,405	\$655,405	\$652,605	\$654,205	\$1,306,810
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
Available for Use	\$652,405	\$655,405	\$652,605	\$654,205	\$1,306,810



Section III: Operating Budgets

Debt Service Fund—2007 Long Term GO Street Constr Bond Fund 207

Expenditure Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Debt Service	\$652,405	\$655,405	\$652,605	\$654,205	\$1,306,810
Subtotal	\$652,405	\$655,405	\$652,605	\$654,205	\$1,306,810
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0
Total	\$652,405	\$655,405	\$652,605	\$654,205	\$1,306,810

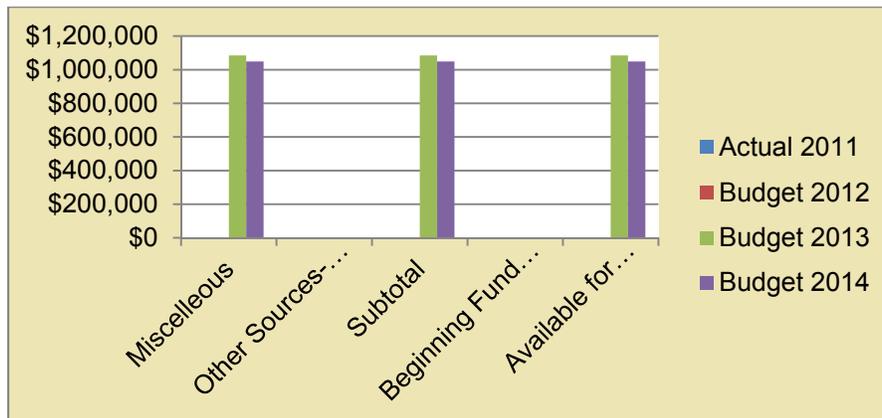


Section III: Operating Budgets
Debt Service Fund – CLID Fund 208

Consolidated LID

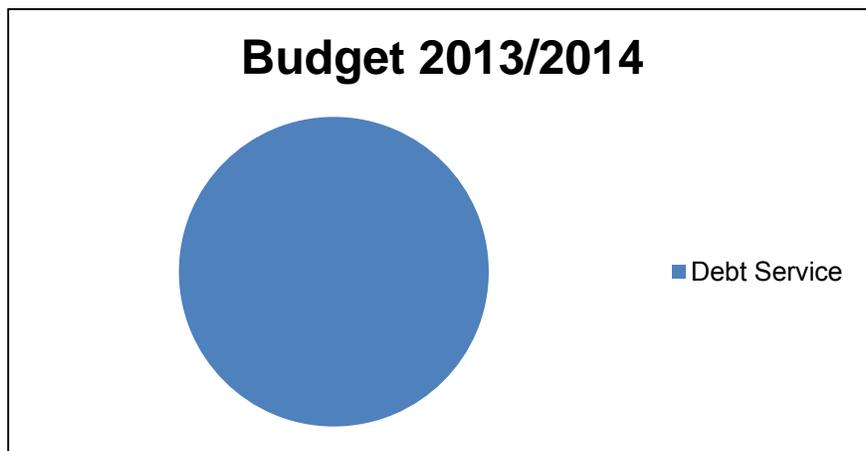
Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Miscellaneous	\$0	\$0	\$1,085,333	\$1,048,533	\$2,133,866
Other Sources-Loan Proceeds	\$0	\$0	\$0	\$0	\$0
Subtotal	\$0	\$0	\$1,085,333	\$1,048,533	\$2,133,866
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
Available for Use	\$0	\$0	\$1,085,333	\$1,048,533	\$2,133,866

The CLID Fund 2008 is a new fund as of 2013.



Section III: Operating Budgets
Debt Service Fund – CLID Fund 208

Expenditure Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Debt Service	\$0	\$0	\$1,085,333	\$1,048,533	\$2,133,866
Subtotal	\$0	\$0	\$1,085,333	\$1,048,533	\$2,133,866
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$1,085,333	\$1,048,533	\$2,133,866

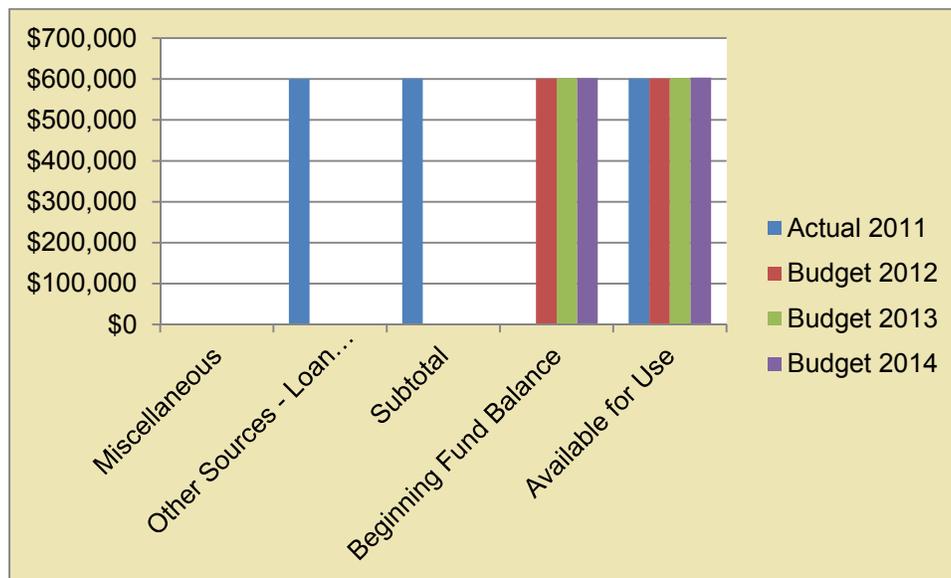


Section III: Operating Budgets
Debt Service Fund – LID Guaranty Fund 209

LID Guaranty

This fund has no expenditures budgeted in 2013/2014, its purpose is to guarantee the LID bonds. The fund would only be used in the case of an LID default.

Revenue Comparisons					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Miscellaneous	\$1,171	\$0	\$1,000	\$1,000	\$2,000
Other Sources - Loan Proceeds	\$600,000	\$0	\$0	\$0	\$0
Subtotal	\$601,171	\$0	\$1,000	\$1,000	\$2,000
Beginning Fund Balance	\$0	\$601,171	\$601,671	\$602,671	\$601,671
Available for Use	\$601,171	\$601,171	\$602,671	\$603,671	\$603,671



Expenditures					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Debt Service	\$0	\$0	\$0	\$0	\$0
Expenditures	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$601,171	\$601,171	\$602,671	\$603,671	\$603,671
Total	\$601,171	\$601,171	\$602,671	\$603,671	\$603,671

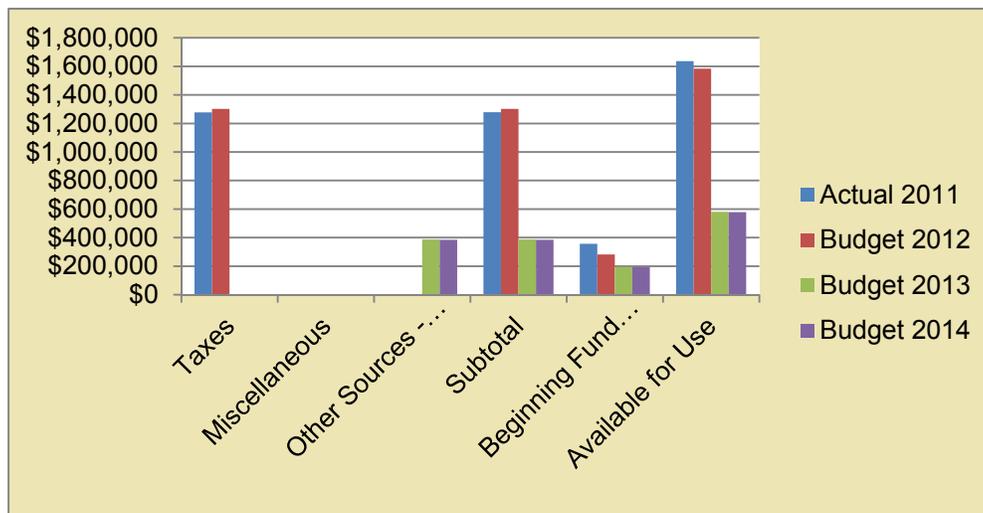
Section III: Operating Budgets

Debt Service Fund – 1997 Limited GO Bond Fund 213

1997 Limited General Obligation Bond

The 1997 Limited General Obligation Bond Fund consisted of a \$5,300,000 issue used to construct a Criminal Justice Facility on “North Campus” (now known as the James M. Paulson Criminal Justice Center), move the Public Works facility on North Campus and construct a City Hall on City property on 23rd Street East. Utility taxes are the source of revenue for payment of these bonds.

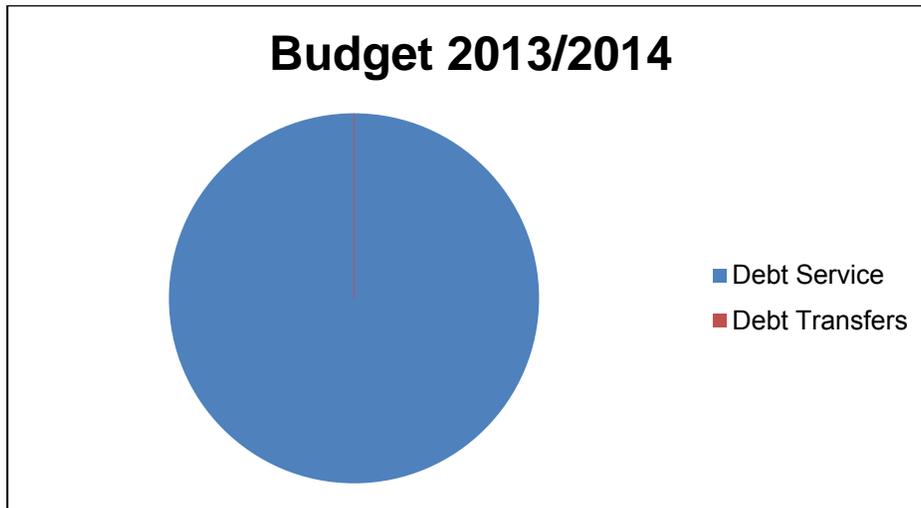
Revenues					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Taxes	\$1,277,530	\$1,302,000	\$0	\$0	\$0
Miscellaneous	\$1,407	\$200	\$0	\$0	\$0
Other Sources - Transfers In	\$0	\$0	\$387,419	\$385,257	\$772,676
Subtotal	\$1,278,937	\$1,302,200	\$387,419	\$385,257	\$772,676
Beginning Fund Balance	\$357,097	\$282,229	\$193,832	\$193,832	\$193,832
Available for Use	\$1,636,034	\$1,584,429	\$581,251	\$579,089	\$966,508



Section III: Operating Budgets

Debt Service Fund – 1997 Limited GO Bond Fund 213

Expenses					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Debt Service	\$438,326	\$388,892	\$387,419	\$385,257	\$772,676
Debt Transfers	\$915,478	\$1,001,705	\$0	\$0	\$0
Subtotal	\$1,353,803	\$1,390,597	\$387,419	\$385,257	\$772,676
Ending Fund Balance	\$282,230	\$193,832	\$193,832	\$193,832	\$193,832
Total	\$1,636,034	\$1,584,429	\$581,251	\$579,089	\$966,508



Section III: Operating Budgets

Debt Service Fund–2001 Limited GO and Refunding Bond Fund 214

**2001 Limited General Obligation
and Refunding Bond**

The 2001 Limited GO & Refunding Fund consisted of a \$5,065,000 Issue. Proceeds of the Bonds were used to finance the purchase of property for parks and open space and to refund the City's outstanding 1987 Bonds and 1991 Bonds to affect savings for the City. Transfers from the Recreation and Pedestrian Capital Facilities Fund (for the property purchase) and the Current Expense Fund (for the refunded bonds) pay annual debt. These bonds were refunded as part of the GO & Refunding Bonds 2011 and are accounted for in Fund 215.

Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Other Sources -Transfers In	\$363,073	\$0	\$0	\$0	\$0
Subtotal	\$363,073	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
Available for Use	\$363,073	\$0	\$0	\$0	\$0

Expenditure Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Debt Service	\$363,073	\$0	\$0	\$0	\$0
Subtotal	\$363,073	\$0	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0
Total	\$363,073	\$0	\$0	\$0	\$0

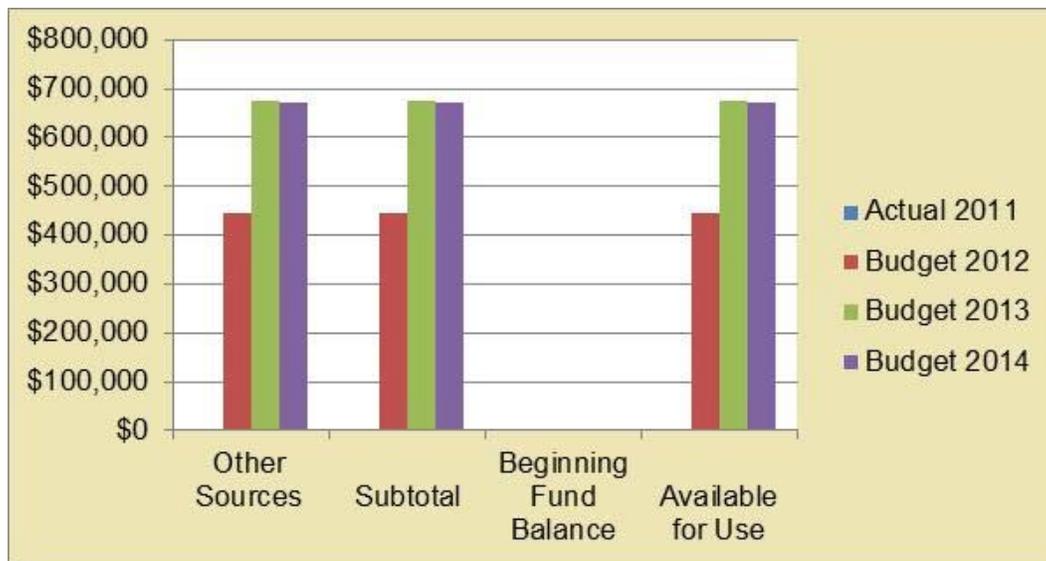
Section III: Operating Budgets

Debt Service Fund—2011 Limited GO and Refunding Bond Fund 215

2011 Limited General Obligation Bond

The 2011 Limited General Obligation Bonds were released in the amount of \$5,755,000. The Proceeds of the Bonds will be used to (a) obtain part of the funds necessary to undertake the reconstruction of 70th Avenue East from 20th Street East to Valley Avenue East; (b) refund, on a current basis and defease the City’s outstanding Limited Tax General Obligation and Refunding Bonds, 2001; and (c) pay incidental costs and costs related to the sale and issuance of the Bonds. These bonds were issued on 12/11/2011, therefore there was no debt service paid until 2012.

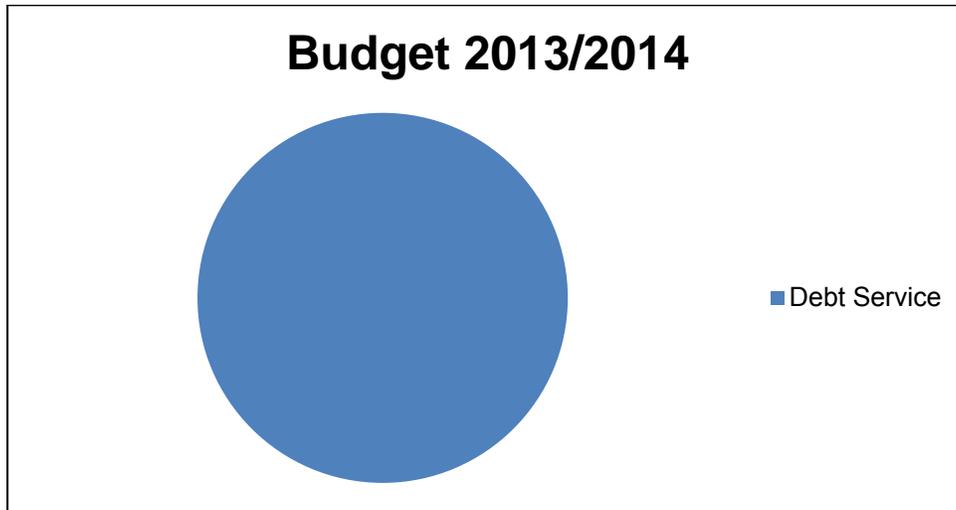
Revenues Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Other Sources	\$0	\$446,300	\$676,375	\$671,375	\$1,347,750
Subtotal	\$0	\$446,300	\$676,375	\$671,375	\$1,347,750
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
Available for Use	\$0	\$446,300	\$676,375	\$671,375	\$1,347,750



Section III: Operating Budgets

Debt Service Fund—2011 Limited GO and Refunding Bond Fund 215

Expenditure Comparison					
	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Debt Service	\$0	\$446,300	\$676,375	\$671,375	\$1,347,750
Subtotal	\$0	\$446,300	\$676,375	\$671,375	\$1,347,750
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$446,300	\$676,375	\$671,375	\$1,347,750



Financial Notes:

- These Bonds were approved by the City Council on December 20, 2011 as part of the local match for construction of the 70th Avenue East improvement project.

Section III: Operating Budgets

Capital Project Funds – Street Construction Fund 301

Street Construction

The Street Construction Fund pays the capital cost of the planning, survey, design, permitting, right-of-way acquisition, construction, inspection and administration of transportation improvement projects. Though the fund title is street construction, projects include not only vehicular streets but also pedestrian trails and sidewalks, bicycle lanes and paths, bus stop pads and shelters, park-and-ride and trailhead parking lots, traffic signals, illumination, signage and pavement markings, landscaping, irrigation, rail crossings, retaining walls, fencing and other features required to complete a transportation project. The street construction fund also pays the City-share cost of conversion of overhead utilities to underground, where such conversion is associated with a transportation project. The street construction fund directly pays the cost of drainage systems for transportation projects, including swales, inlets, catch basins, manholes, pipe, storm ponds, control structures and pumps. Street Construction projects also often include other utility features such as water, sewer and area-wide stormwater conveyance systems that are funded by the Utility Construction fund.

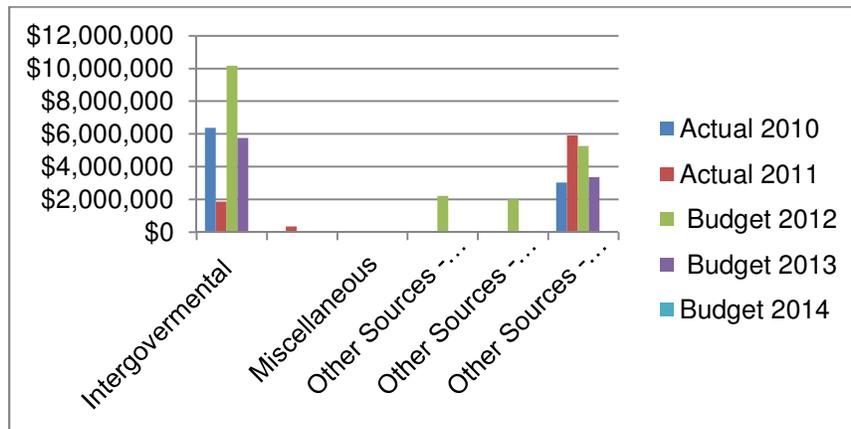
The street construction fund pays the capital cost of the planning, survey, design, permitting, right-of-way acquisition, construction, inspection and administration of transportation improvement projects including:

- ❖ 70th / Valley Phase II
- ❖ Transportation Comprehensive Plan Update
- ❖ Port of Tacoma Road Interchange - Wetland Mitigation
- ❖ Preliminary IJR - 54th Ave Interchange with I-5
- ❖ 54th Ave East Restoration

Section III: Operating Budgets

Capital Project Funds – Street Construction Fund 301

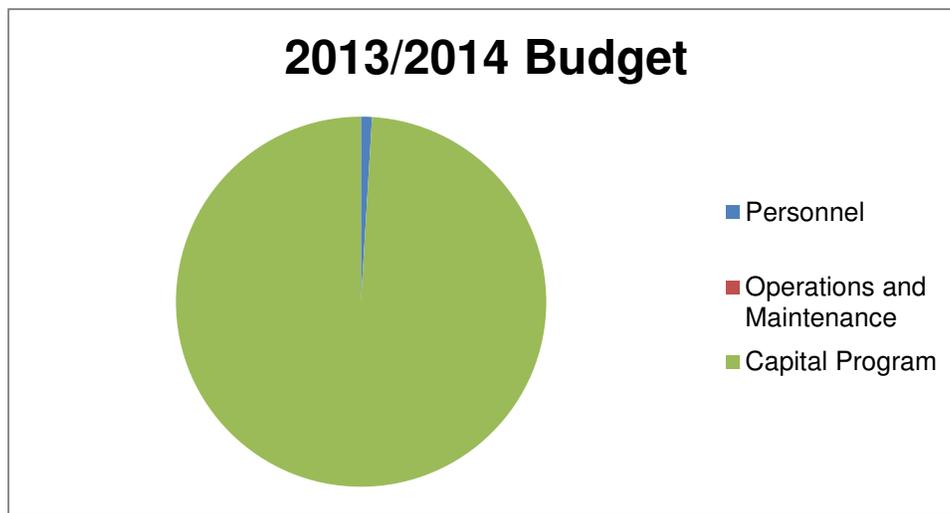
Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	2013/2014
Intergovernmental	\$6,381,438	\$1,855,870	\$10,168,301	\$5,750,000	\$0	\$5,750,000
Charges for Services	\$0	\$347,970	\$0	\$0	\$0	\$0
Miscellaneous	\$4,468	\$270	\$0	\$0	\$0	\$0
Other Sources - Loan Proceeds	\$0	\$0	\$2,218,682	\$0	\$0	\$0
Other Sources - Interfund Loan	\$0	\$0	\$2,000,000	\$0	\$0	\$0
Other Sources - Transfers In	\$3,025,295	\$5,901,187	\$5,265,000	\$3,350,000	\$0	\$3,350,000
Subtotal	\$9,411,201	\$8,105,297	\$19,651,983	\$9,100,000	\$0	\$9,100,000
Beginning Fund Balance	\$2,253,346	\$478,930	\$4,167,136	-\$244,858	\$99,738	-\$244,858
Total	\$11,664,547	\$8,584,227	\$23,819,119	\$8,855,142	\$99,738	\$8,855,142



Section III: Operating Budgets

Capital Project Funds – Street Construction Fund 301

Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$0	\$51,196	\$42,213	\$41,404	\$42,197	\$83,601
Operations and Maintenance	\$0	\$44,049	\$400,000	\$0	\$0	\$0
Capital Program	\$11,185,617	\$4,321,846	\$19,231,888	\$8,714,000	\$0	\$8,714,000
Subtotal	\$11,185,617	\$4,417,091	\$19,674,101	\$8,755,404	\$42,197	\$8,797,601
Ending Fund Balance	\$478,930	\$4,167,136	\$4,145,018	\$99,738	\$57,541	\$57,541
Total	\$11,664,547	\$8,584,227	\$23,819,119	\$8,855,142	\$99,738	\$8,855,142



Personnel Summary (Number of FTE's)					
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014
Street Construction	1.00	0.05	0.05	0.05	0.05
Total	1.00	0.05	0.05	0.05	0.05

Section III: Operating Budgets

Capital Project Funds – Street Construction Fund 301

Financial Notes:

- Grant funds are expected to be received in 2012 from the Federal Highway Administration and the Department of Housing and Urban Development, both US government agencies; the Puyallup Tribe of Indians; the Freight Mobility Strategic Investment Board and the Transportation Improvement Board, both Washington State Agencies; Pierce County; and the Port of Tacoma. City of Fife local funds for transportation projects come from sources such as the Public Safety Fund, from infraction enforcement; the Growth Management fund, from real estate transaction taxes; the Bond Fund, from utility taxes; and the General Fund, from property and sales taxes.
- The Street Construction Fund also expends revenue collected as Transportation Impact Fees paid by private real estate developers.

2012 Accomplishments:

- Completed and closed out Valley Avenue East construction from 70th Avenue East to Freeman Road.
- Completed 2010 Pavement Preservation Program.
- Temporary repair of 70th Avenue East from 20th Street East to Valley Avenue.

2013 Goals

- Advance 70th Avenue construction through pavement base course, Valley Avenue to I-5.
- Complete sidewalk extension, east side of 62nd Avenue, south of 20th.
- Complete "library access sidewalk projects" on 20th Street and 70th Avenue.
- Complete 54th Avenue/I-5 Interchange Feasibility Study.

2014 Goals

- Advance 70th Avenue construction through pavement base course, Valley Avenue to I-5.
- Complete sidewalk extension, east side of 62nd Avenue, south of 20th.
- Complete "library access sidewalk projects" on 20th Street and 70th Avenue.
- Complete 54th Avenue/I-5 Interchange Feasibility Study.

Section III: Operating Budgets
Capital Project Funds – Street Construction Fund 301

Projects in the Planning Stage

With the help of consultants, other agencies and the public, analyze system needs and impacts and define projects worthy of implementation.

2013 Goals

- Initiate comprehensive City-wide transportation plan update.
- Complete Port of Tacoma Road Interchange Justification Report.
- Obtain Port of Tacoma Road Interchange Mitigation Site selection, approval and permitting.
- Complete 54th Avenue Corridor Study.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Conduct public outreach process for each plan.	100%	100%	100%
Obtain agency approvals and major environmental policy reviews/permits such as SEPA.	100%	0%	100%

Section III: Operating Budgets

Capital Project Funds – Street Construction Fund 301

Projects in the Design Stage

Using in-house or in-house and consultant resources, prepare contract plans, details, specifications and cost estimates. For larger projects, this is typically completed in stages, first to a level necessary to define right-of-way needs and to obtain final construction permits such as JARPA and NPDES permits and to coordinate with third party utility providers and system users. After right-of-way and permits have been obtained, refine the preliminary design for bidding and construction.

Workload Measures (2012) Projected:

- Complete the Port of Tacoma Road Interchange Wetlands Mitigation plans for bidding and construction.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Project is issued for bid and a construction contract is awarded.	0%	0%	100%



Section III: Operating Budgets
Capital Project Funds – Street Construction Fund 301

Right-of-Way Acquisition

Acquire necessary right-of-way.

Workload Measures (2012) Projected:

- Acquire necessary right-of-way for construction of 62nd Avenue sidewalks.
- Acquire necessary right-of-way for 59th Avenue Phase 2 and complete street improvements between Pacific Highway East and 12th Street East.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
62 nd Ave right-of-way obtained or in condemnation	100%	80%	100%
59 th Avenue right-of-way obtained or in condemnation.	100%	70%	100%



Section III: Operating Budgets

Capital Project Funds – Street Construction Fund 301

Projects under Construction

Administer the construction contracts, including the review of shop drawings, schedules and other contractor submittals; inspection of construction in the field; preparation and/or review of contractor’s progress bills; preparation of punch lists; and construction close-out. Work is typically completed using a combination of in-house and consultant resources.

Workload Measures (2012) Projected:

- Administer the contract for widening to 5 lanes and reconstruction of 70th Avenue East between Interstate 5 and the 2900 block, including its intersections with 20th and 26th Street, storm ponds at 26th Street and at I-5, sidewalks, bike lanes, planter strips, conversion of overhead utilities to underground, and connection to the Interurban Trail. Use consultant for assistance with federal contract compliance.
- Provide in-house construction inspection of the 70th Avenue project, with consultant back-up.
- Administer the contract for construction of the Port of Tacoma Road mitigation project. Use consultant for construction inspection and assistance with federal contract compliance.
- Administer the contract for construction of sidewalks on the east side of 62nd Avenue. East, between 20th Street East and the northerly terminus of the sidewalks installed with the Bella Sonoma Apartments.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Complete Capital Projects on schedule.	100%	67%	100%
Complete Capital Projects within budget.	100%	67%	100%

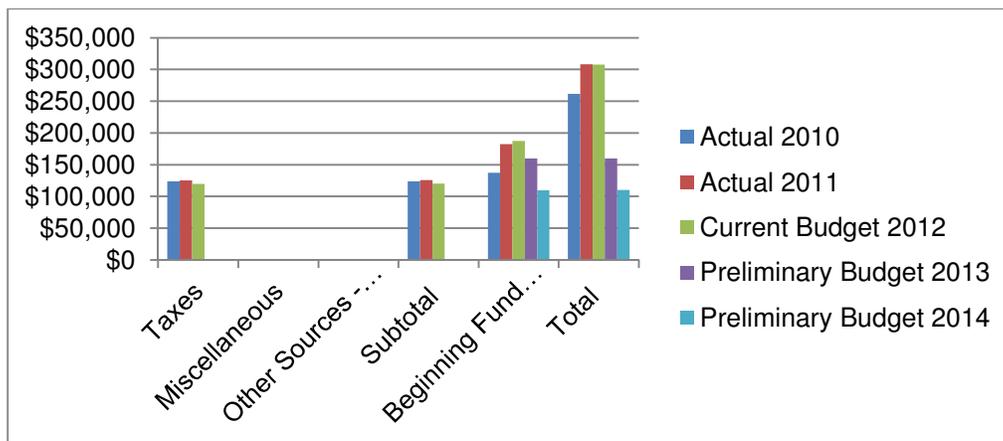


Section III: Operating Budgets
Recreation and Pedestrian Capital Facilities Fund – Fund 303

**Recreational & Pedestrian
Capital Facilities Fund**

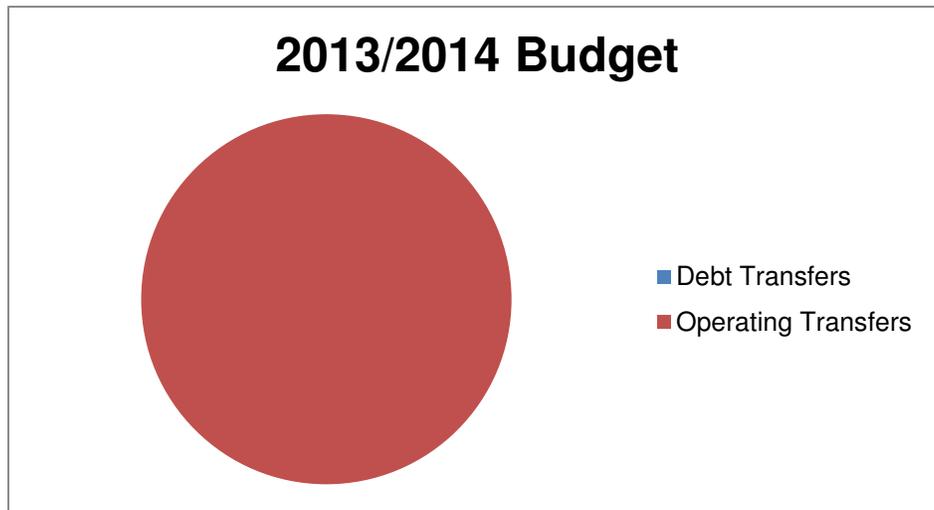
The purpose of the Recreational & Pedestrian Capital Facilities Fund is to approve and expend monies for the purposes of constructing pedestrian improvements such as crosswalks, sidewalks, pathways and similar pedestrian amenities and for capital improvements that benefit recreational services and programs. This fund is a revenue source for the property purchase portion of the 2001 Limited General Obligation Bonds. The revenue source for this fund is mini casino gambling taxes. The one mini casino in Fife closed in 2012.

Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Current Budget 2012	Preliminary Budget 2013	Preliminary Budget 2014	Preliminary 2013/2014
Taxes	\$123,623	\$125,364	\$120,000	\$0	\$0	\$0
Miscellaneous	\$399	\$475	\$200	\$100	\$100	\$200
Other Sources -Transfers In	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$124,022	\$125,839	\$120,200	\$100	\$100	\$200
Beginning Fund Balance	\$137,548	\$182,575	\$187,414	\$159,889	\$109,989	\$159,889
Total	\$261,570	\$308,414	\$307,614	\$159,989	\$110,089	\$160,089



Section III: Operating Budgets
Recreation and Pedestrian Capital Facilities Fund – Fund 303

Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Debt Transfers	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0
Operating Transfers	\$0	\$0	\$0	\$50,000	\$50,000	\$100,000
Subtotal	\$100,000	\$100,000	\$100,000	\$50,000	\$50,000	\$100,000
Ending Fund Balance	\$182,575	\$187,414	\$207,614	\$109,989	\$60,089	\$60,089
Total	\$282,575	\$287,414	\$307,614	\$159,989	\$110,089	\$160,089



Financial Note:

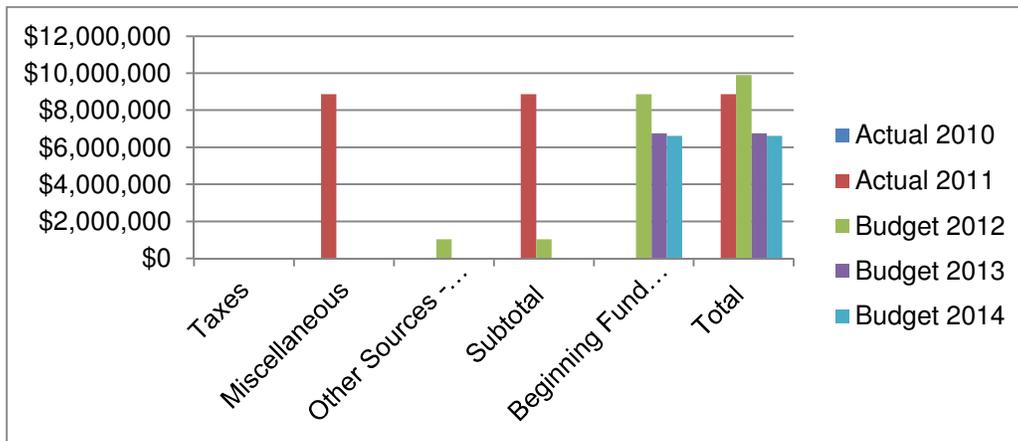
- Expenditure represents payment toward General Obligation Debt obligation.

Section III: Operating Budgets
Miscellaneous Capital Projects – Fund 305

Miscellaneous Capital Projects

Beginning Fund Balance is \$6.7 Million from the unrestricted proceeds from the sale of the real estate property known as the Gathering Place.

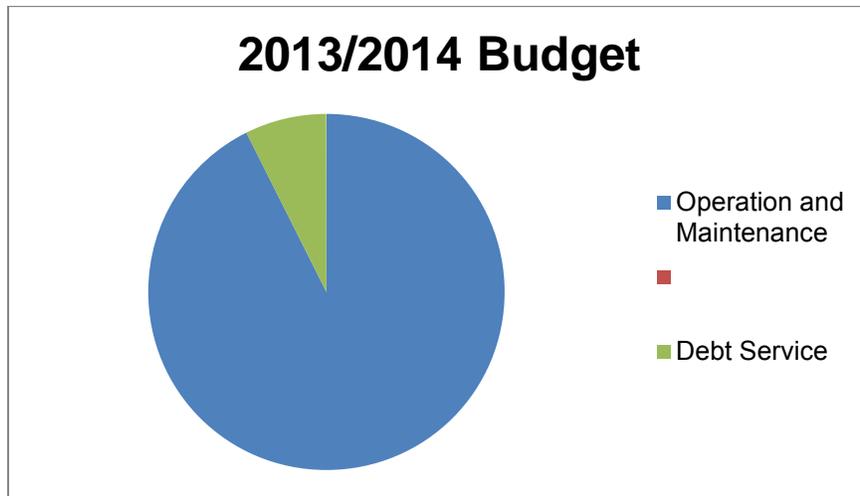
Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	2013/2014
Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$8,864,167	\$9,000	\$6,000	\$6,000	\$12,000
Other Sources - Transfers In	\$0	\$0	\$1,025,691	\$0	\$0	\$0
Subtotal	\$0	\$8,864,167	\$1,034,691	\$6,000	\$6,000	\$12,000
Beginning Fund Balance	\$0	\$0	\$8,864,167	\$6,745,167	\$6,616,167	\$6,745,167
Total	\$0	\$8,864,167	\$9,898,858	\$6,751,167	\$6,622,167	\$6,757,167



Section III: Operating Budgets

Capital Project Funds –Miscellaneous Capital Projects Fund 305

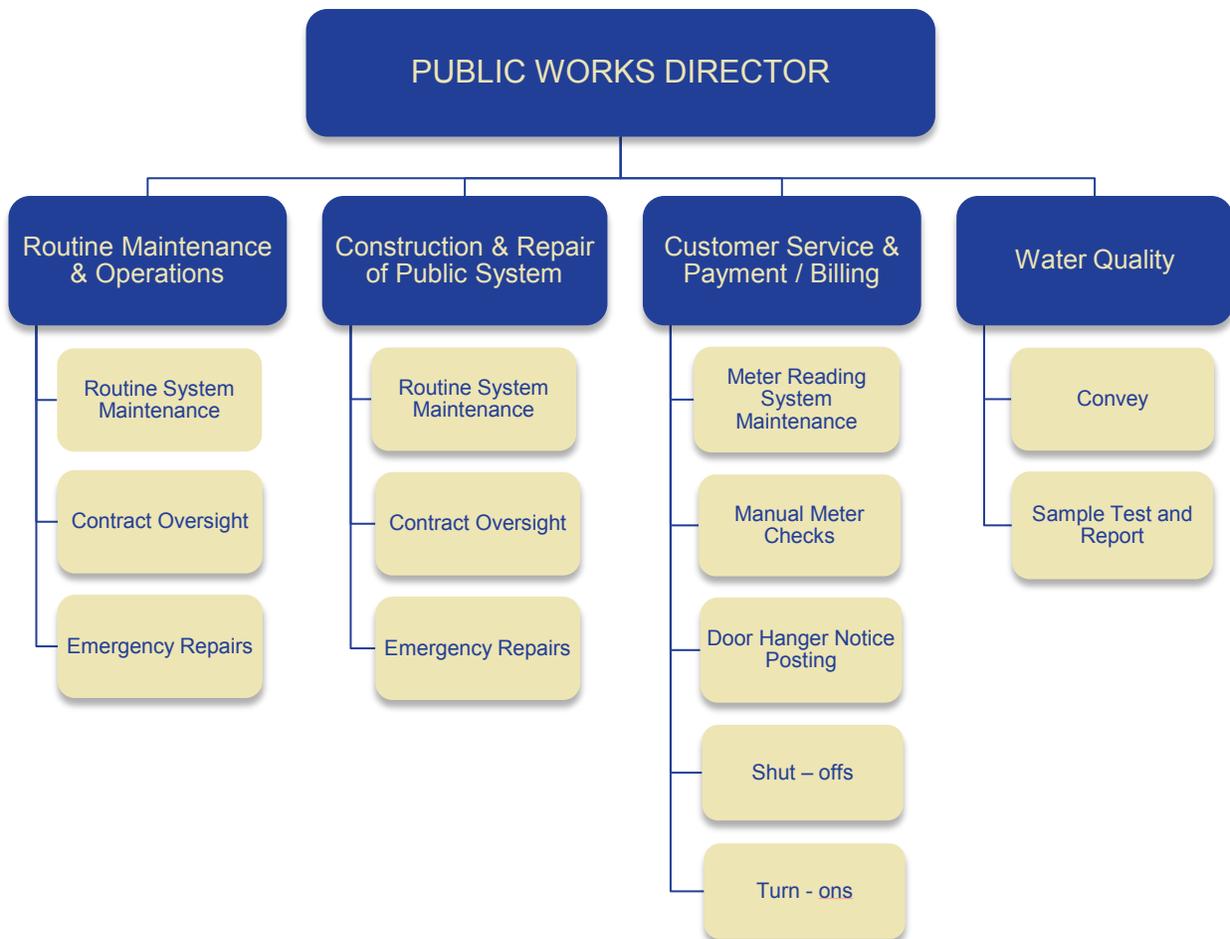
Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Operation and Maintenance	\$0	\$0	\$125,000	\$125,000	\$125,000	\$250,000
Interfund Loan/Repayment	\$0	\$0	\$150,000	\$0	\$0	\$0
Debt Service	\$0	\$0	\$3,025,691	\$10,000	\$10,000	\$20,000
Subtotal	\$0	\$0	\$3,300,691	\$135,000	\$135,000	\$270,000
Ending Fund Balance	\$0	\$8,864,167	\$6,598,167	\$6,616,167	\$6,487,167	\$6,487,167
Total	\$0	\$8,864,167	\$9,898,858	\$6,751,167	\$6,622,167	\$6,757,167



Section III: Operating Budgets
Enterprise Funds – Water Utility Fund 401

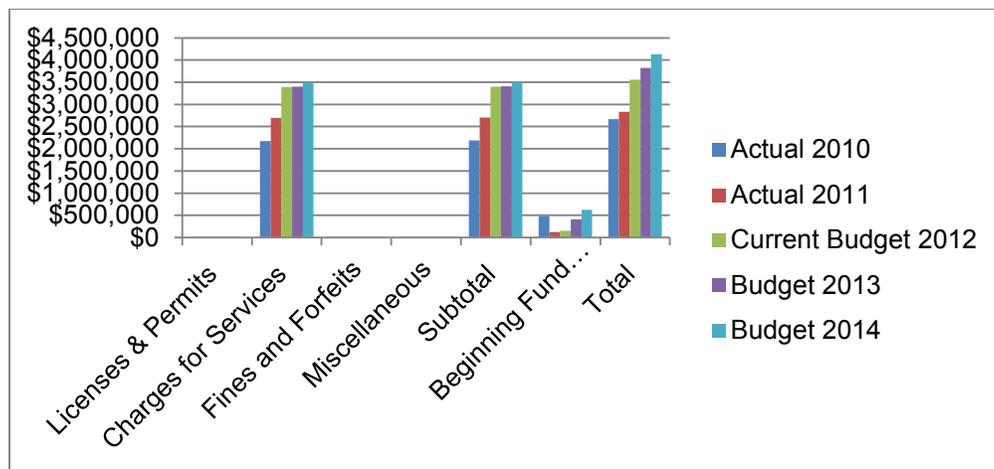
Water Utility

The Water Utility operates and maintains the City of Fife’s Public Water system and currently contracts with the City of Tacoma to purchase water. The existing system includes more than 62 miles of water main lines, fire hydrants, service lines, meters and related appurtenances which serve approximately 28,000 customers per day.



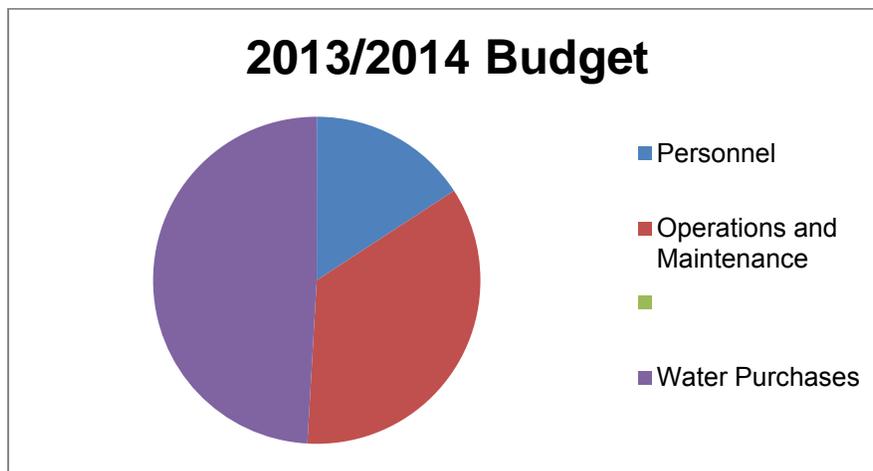
Section III: Operating Budgets
Enterprise Funds – Water Utility Fund 401

Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Current Budget 2012	Budget 2013	Budget 2014	2013/2014
Licenses & Permits	\$4,850	\$1,350	\$5,000	\$5,000	\$5,000	\$10,000
Charges for Services	\$2,175,960	\$2,699,881	\$3,393,000	\$3,399,000	\$3,499,110	\$6,898,110
Fines and Forfeits	\$5,600	\$3,900	\$5,000	\$5,000	\$5,000	\$10,000
Miscellaneous	\$631	\$382	\$200	\$200	\$200	\$400
Subtotal	\$2,187,041	\$2,705,513	\$3,403,200	\$3,409,200	\$3,509,310	\$6,918,510
Beginning Fund Balance	\$484,119	\$125,273	\$153,040	\$410,822	\$626,012	\$410,822
Total	\$2,671,160	\$2,830,786	\$3,556,240	\$3,820,022	\$4,135,322	\$7,329,332



Section III: Operating Budgets
Enterprise Funds – Water Utility Fund 401

Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$473,807	\$483,309	\$501,215	\$498,979	\$508,958	\$1,007,937
Operations and Maintenance	\$936,938	\$940,977	\$1,107,815	\$1,109,315	\$1,131,502	\$2,240,817
Dept Capital Outlay	\$0	\$9,073	\$61,888	\$61,888	\$63,126	\$125,014
Water Purchases	\$1,135,142	\$1,244,387	\$1,586,000	\$1,523,828	\$1,609,852	\$3,133,680
Subtotal	\$2,545,887	\$2,677,746	\$3,256,918	\$3,194,010	\$3,313,438	\$6,507,448
Ending Fund Balance	\$125,273	\$153,040	\$299,322	\$626,012	\$821,884	\$821,884
Total	\$2,671,160	\$2,830,786	\$3,556,240	\$3,820,022	\$4,135,322	\$7,329,332



Personnel Summary (Number of FTE's)					
	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Water Utility	8.70	6.61	6.61	6.61	6.61
Total	8.70	6.61	6.61	6.61	6.61

Financial Notes:

- Increase in M & O expense attributed to increased transfer to General Fund based on new audit for support costs.

2012 Key Accomplishments

- Distribution of annual consumer confidence report to all customers.
- EPA exemption from unregulated contaminant monitoring rule requirements.

2013-2014 Goals

- Acquisition of new long-term water source of supply.
- Department of Health approval of comprehensive water system plan update.

Section III: Operating Budgets
Enterprise Funds – Water Utility Fund 401

Construction and Repair of a Public Water System

Provide the necessary day-to-day installation, construction and repair for water mains, service lines, hydrants and meters.

Workload Measures (2012) Projected:

- Provide service and repair to 2573 City-owned water services.
- Install new residential water meter services as needed.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
All customer water services fully functional and in service; within the same operating day on all out-of-water' repairs.	100% of 8 outages	100% of 8 outages	100% of outages
Provide new residential water services within 1 week of notification and/or request	100% of 0 requested	100% of 0 requested	100% of requests



Section III: Operating Budgets
Enterprise Funds – Water Utility Fund 401

**Routine Maintenance and Operations
of a Public Water System**

Provide day-to-day support and repair of the existing water system mains, valves, service lines and meters.

Workload Measures (2012) Projected:

- Service and exercise approximately 3000 water main valves.
- Provide service, testing upgrades and repairs of 2573 City-owned water meters/ meter services.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Field test access and function of at least 200 valves annually, verify location per City of Fife valve map.	200	210	200
Replace 5% of meters and registers annually and comply with the applicable parameters set forth by the AWWA.	128	213	128



Section III: Operating Budgets
Enterprise Funds – Water Utility Fund 401

Fire Protection

Provide fire protection water service through fire hydrants and private fire sprinkler system connections.

Workload Measures (2012) Projected:

- Service, test and inspect 850 fire hydrants annually.
- Assure water availability to 255 private fire sprinkler connections.



Section III: Operating Budgets
Enterprise Funds – Water Utility Fund 401

Water Quality

Provide water testing, monitoring, tracking and reporting of all water delivered and sold through the City of Fife water system.

Workload Measures (2012) Projected:

- Convey, test and meter over 500 MILLION gallons of water annually.
- Collect and analyze over 360 annual bacteriological samples as required by WADOH.
- Compile data, compose content and oversee delivery of annual Consumer Confidence Report (CCR).
- Oversee and actively manage the yearly testing and reporting requirements of approximately 800 'back-flow prevention assemblies' as required by WADOH.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Maintain system/meters and account for 90%+ of all water (state guidelines stipulate < 10% loss).	100% of 500 MG	90% of 500 MG	100% of production
Collect and submit a minimum of 30 samples per month, with a 0% failure rate on first sample.	100% of 360 samples	100% of 360 samples	100% of 360 samples
CCR report distributed to ALL customer before the July 1 st deadline.	100% of 4800	100% of 4800	100% of customers
Annually track and provide notices to 100% of all known backflow assemblies Citywide.	100% of 814	100% of 814	100% of all back-flow assemblies

Section III: Operating Budgets
Enterprise Funds – Water Utility Fund 401

Customer Service and Payment/Billing Activities

Provide day-to-day support of Customer meter service and billing/payment related activities, including emergency response, shut-offs and turn-ons and leak identification assistance.

Workload Measures (2012) Projected:

- Deliver and notify customers of past due and locked-off accounts.
- Assist customers with pin-point location or identification of out-of-range water usage.
- Respond to request regarding water pressure, meter readings and use compliance questions.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Deliver ALL water past due notices and associated meter service shut-off as requested/required by Finance on the specified date.	100% of 502 occurrences	100% of 502 occurrences	100% of occurrences
Meter shut-offs/turn-ons performed within 2 hours of request (including after-hours emergency response).	100% of occurrences	100% of 205 occurrences	100% of occurrences
Respond to customer driven request for assistance within 8 hours of receiving request.	100% of occurrences	100% of 90 occurrences	100% of occurrences

Section III: Operating Budgets
Enterprise Funds – Water Utility Fund 401

Fire Protection

Provide fire protection water service though fire hydrants and private fire sprinkler system connections.

Workload Measures (2012) Projected:

- Service, test and inspect 850 fire hydrants annually.
- Assure water availability to 255 private fire sprinkler connections.

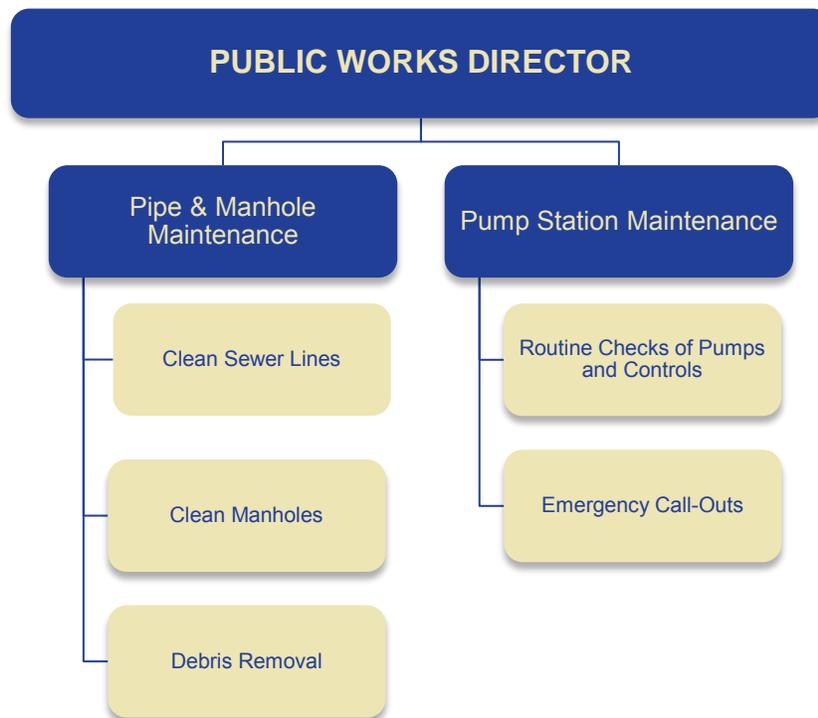
Performance Measurements	2012 Target	2012 Actual	2013-14 Target
All fire hydrants shall be tested annually and be fully functional.	100% of 850	100% of 850	100% of Hydrants
All private fire system shall have adequate supply and pressure available to them.	100% of 255	100% of 255	100% of Fire Systems

Section III: Operating Budgets
Enterprise Funds – Sewer Utility Fund 402

Sewer Utility

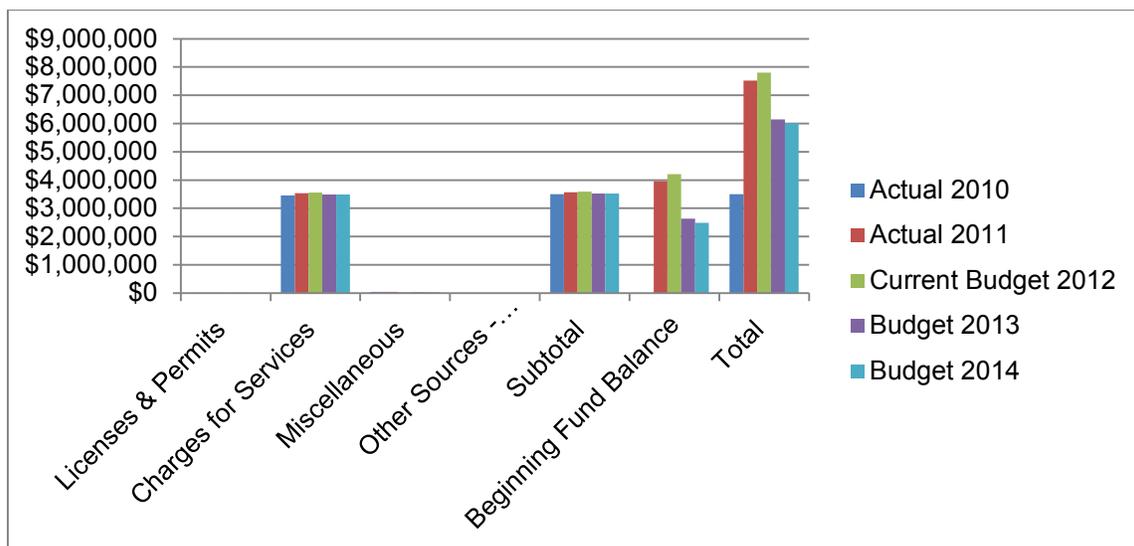
The City owns and operates a sanitary sewer collection system within its City limits. User fees generate revenue for this fund, which is used to operate and maintain the City’s sewer utility. It contracts separately with the City of Tacoma for wastewater treatment services. Pierce County is currently serving a portion of the City’s Urban Growth Area (“UGA”) and small areas inside the City limits. The Sewer System, owned and operated by the City, is comprised of gravity lines, force mains and 11 pump stations (or lift stations). The Sewer System was originally built in 1968 mainly of asbestos cement pipe. Contributing wastewater is conveyed to the City of Tacoma for final treatment and processing. Tacoma’s Central Treatment Plant is located near the mouth of the Puyallup River and discharges treated effluent into Commencement Bay. The County currently serves small areas within the northeastern portion of the City and land in the City’s UGA.

The gravity pipes range in size from 8 to 18 inches in diameter with depths of four to 16 feet and an average depth of eight to ten feet. There is a total of approximately 78,900 feet of gravity pipe in the Sewer System. The Sewer System utilizes approximately 14,040 feet of force main pipe ranging in size from 4-inches to 12-inches in diameter. The Sewer System utilizes 11 lift stations of various capacities. The lift stations are wet pit/dry pit or submersible type facilities



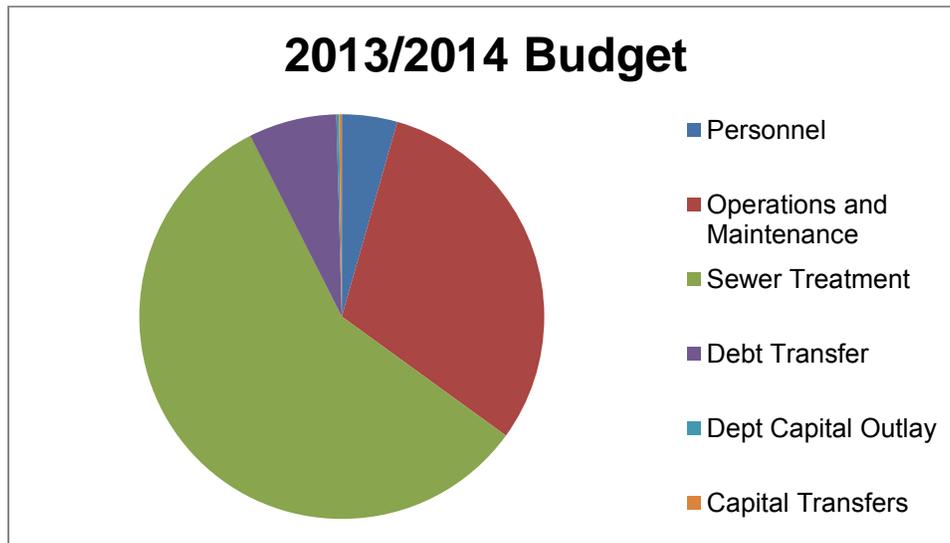
Section III: Operating Budgets
Enterprise Funds – Sewer Utility Fund 402

Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Current Budget 2012	Budget 2013	Budget 2014	2013/2014
Licenses & Permits	\$3,500	\$810	\$1,000	\$1,000	\$1,000	\$2,000
Charges for Services	\$3,454,421	\$3,530,957	\$3,556,900	\$3,489,900	\$3,489,900	\$6,979,800
Miscellaneous	\$41,561	\$36,380	\$34,000	\$34,000	\$34,000	\$68,000
Other Sources - Transfers In	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$3,499,482	\$3,568,147	\$3,591,900	\$3,524,900	\$3,524,900	\$7,049,800
Beginning Fund Balance	\$0	\$3,956,960	\$4,207,972	\$2,626,756	\$2,482,229	\$2,626,756
Total	\$3,499,482	\$7,525,107	\$7,799,872	\$6,151,656	\$6,007,129	\$9,676,556



Section III: Operating Budgets
Enterprise Funds – Sewer Utility Fund 402

Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$161,542	\$168,421	\$176,912	\$162,023	\$165,263	\$327,286
Operations and Maintenance	\$1,000,505	\$1,019,042	\$1,071,971	\$1,114,911	\$1,156,112	\$2,271,023
Sewer Treatment	\$2,054,851	\$1,856,118	\$2,075,000	\$2,116,500	\$2,158,830	\$4,275,330
Debt Transfer	\$265,070	\$266,033	\$266,533	\$259,979	\$259,979	\$519,958
Dept Capital Outlay	\$0	\$7,491	\$15,700	\$0	\$16,335	\$16,335
Capital Transfers	\$0	\$0	\$500,000	\$16,014	\$0	\$16,014
Interfund Load	\$0	\$0	\$2,000,000	\$0	\$0	\$0
Subtotal	\$3,481,968	\$3,317,105	\$6,106,116	\$3,669,427	\$3,756,519	\$7,425,946
Ending Fund Balance	\$3,956,960	\$4,207,972	\$1,693,756	\$2,482,229	\$2,250,610	\$2,250,610
Total	\$7,438,928	\$7,525,077	\$7,799,872	\$6,151,656	\$6,007,129	\$9,676,556



Personnel Summary (Number of FTE's)					
	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Sewer Utility	1.50	2.26	2.26	2.26	2.26
Total	1.50	2.26	2.26	2.26	2.26

Section III: Operating Budgets

Enterprise Funds – Sewer Utility Fund 402

Sewer Maintenance

Operates and maintains the City of Fife's sanitary sewer system and contracts with the City of Tacoma for wastewater treatment services. The existing system includes gravity lines, force mains and pump stations that serve 7200 customers.

Financial Notes:

- Increase in Maintenance & Operation expense attributed to increased transfer to General Fund based on new audit for support costs.

2012 Key Accomplishments

- Added new (additional) pumps/pumping capacity at Sewer Lift Station # 13 and rebuilt or replaced pumps/motors at Sewer Lift Stations # 2, 3 and 4.
- Repaired failed manhole on 54th Avenue East near Circle Drive.

2013 Goals

- Install 4 'Little John' Sewer Lift Station Digester Systems (Lift Stations #5 and #6) pending budget approval.
- Replace top section hardware of 12 failed sewer Manholes on 54th (north of Pacific Highway East).

2014 Goals

- Install 4 'Little John' Sewer Lift Station Digester Systems (Lift Stations #5 and #6) pending budget approval.
- Replace top section hardware of 12 failed sewer Manholes on 54th (north of Pacific Highway East).



Section III: Operating Budgets
Enterprise Funds – Sewer Utility Fund 402

Pipe and Manhole Maintenance

Tasks include cleaning 1 mile of gravity sewer line and wet wells in 70 manholes and repair and upgrade system facilities as necessary to minimize inflow and infiltration.

Workload Measures (2012) Projected:

- Cleaned approximately one mile of sewer line annually.
- Cleaned approximately 70 manholes annually.
- Removed approximately 35 tons of sewer debris collected from wet wells.
- \$500,000 of repairs and upgrades to system facilities.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percent of gravity sewer system cleaned.	7%	7%	8%
Percent of sanitary sewer manholes cleaned.	7%	8%	8%
Customer satisfaction with emergency response.	100%	100%	100%

Section III: Operating Budgets
Enterprise Funds – Sewer Utility Fund 402

Pump Station Maintenance

Service 11 Lift Stations on both routine and emergency basis required to convey the wastewater through the system and into the City of Tacoma receiving facilities for treatment. Coordinate with the City of Tacoma on repairs and upgrades.

Workload Measures (2012) Projected:

- Performed over 1144 Lift Station checks annually of pumps and controls on a bi-weekly basis.
- Performed an additional 150 checks at high-maintenance stations.
- Respond to approximately 15-20 emergency after hour call-outs.
- \$397,000 of repairs and upgrades to the Lift Stations.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Percentage of Lift Station inspections performed bi-weekly.	100%	100%	100%
Respond to emergency call-out within one hour of incident report.	100%	100%	100%



Section III: Operating Budgets

Enterprise Funds –LID Bond Anticipation Note Fund 403

LID Bond Anticipation Note

Notes issued for interim financing of LID 08-1 and 08-2. This fund will be closed with the issuance of the proceeds for the Parity Bond Fund.

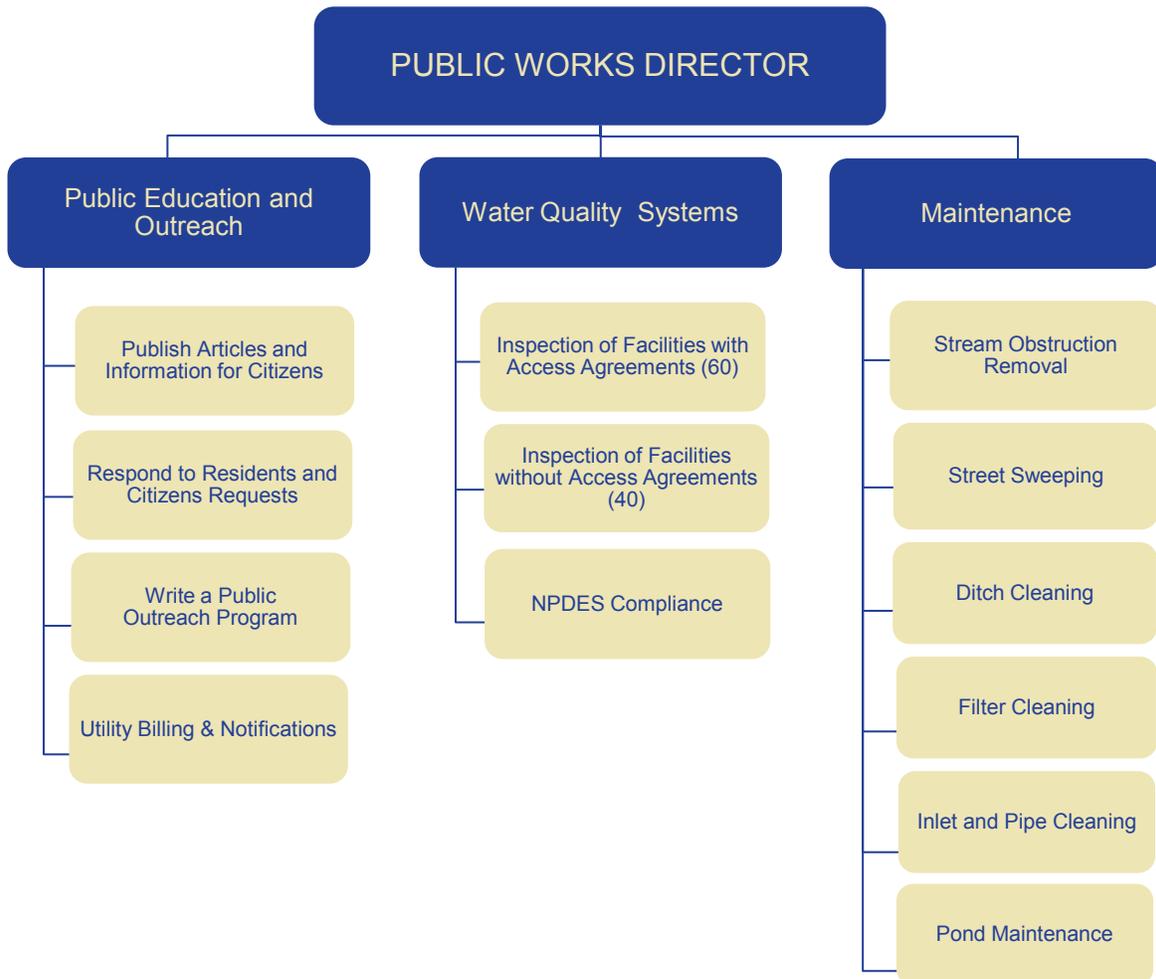
Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Current Budget 2012	Preliminary Budget 2013	Preliminary Budget 2014	Preliminary 2013/2014
Miscellaneous	\$0	\$329,272	\$0	\$0	\$0	\$0
Other Sources - Loan Proceeds	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$0	\$329,272	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0	\$0	\$186,810	\$0	\$0	\$0
Total	\$0	\$329,272	\$186,810	\$0	\$0	\$0

Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Debt Service	\$0	\$142,462	\$186,810	\$0	\$0	\$0
Subtotal	\$0	\$142,462	\$186,810	\$0	\$0	\$0
Ending Fund Balance	\$0	\$186,810	\$0	\$0	\$0	\$0
Total	\$0	\$329,272	\$186,810	\$0	\$0	\$0

Section III: Operating Budgets
Enterprise Funds – Storm Drainage Utility Fund 404

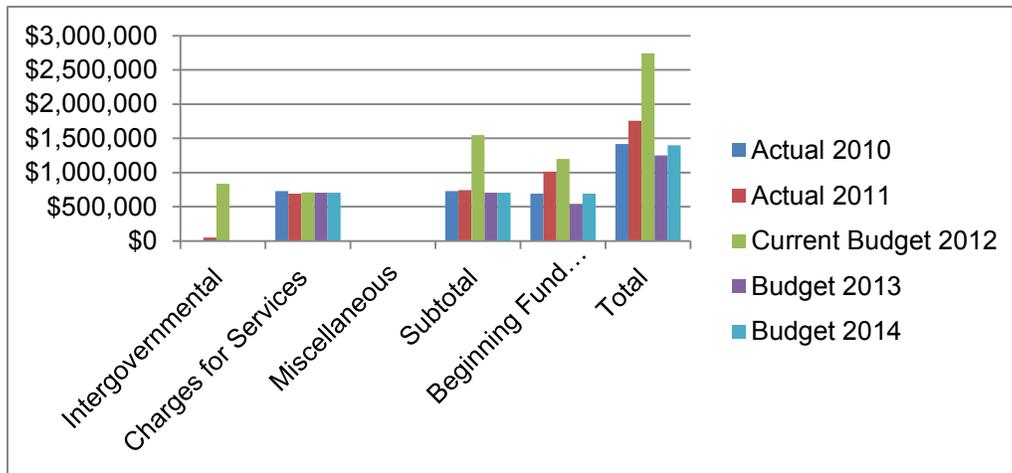
Storm Drainage Utility

The Storm Drainage Utility Fund is responsible for the protection and enhancement of surface water quality through the efficient collection, detention and conveyance of storm and surface water. Annual rainfall averages 33 to 55 inches; distributed over 5.1 square miles this precipitation produces over 2 billion gallons of stormwater in our 10 to 15 miles of pipes, ditches and culverts, over 2000 catch basins and 4 to 5 miles of open streams and numerous wetlands and riparian areas. The utility pays for a portion of capital improvement projects, maintenance and inspection of existing City owned storm water facilities (pipes, catch basins, manholes), quality/detention facilities (dry ponds, wet ponds, underground vaults), annual cleaning of Wapato Creek and City ditches, emergency spill response and National Pollution Discharge Elimination System (NPDES) permit reporting.



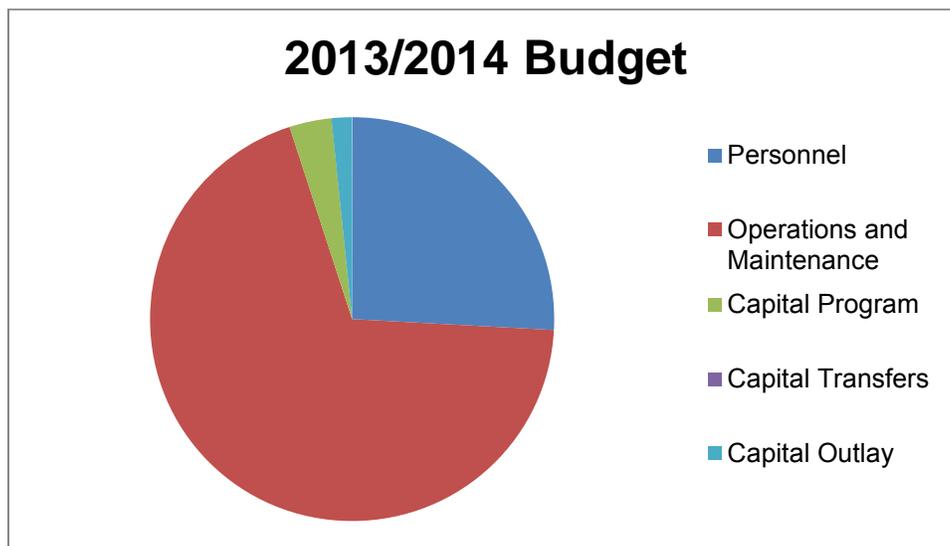
Section III: Operating Budgets
Enterprise Funds – Storm Drainage Utility Fund 404

Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Current Budget 2012	Budget 2013	Budget 2014	2013/2014
Intergovernmental	\$0	\$50,000	\$836,000	\$0	\$0	\$0
Charges for Services	\$725,891	\$691,958	\$711,000	\$706,000	\$706,000	\$1,412,000
Miscellaneous	\$1,837	\$2,206	\$1,000	\$1,000	\$1,000	\$2,000
Subtotal	\$727,728	\$744,164	\$1,548,000	\$707,000	\$707,000	\$1,414,000
Beginning Fund Balance	\$690,274	\$1,012,375	\$1,196,032	\$543,807	\$690,035	\$543,807
Total	\$1,418,002	\$1,756,539	\$2,744,032	\$1,250,807	\$1,397,035	\$1,957,807



Section III: Operating Budgets
Enterprise Funds – Storm Drainage Utility Fund 404

Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$125,177	\$130,942	\$151,064	\$147,338	\$150,284	\$297,622
Operations and Maintenance	\$257,700	\$322,501	\$469,761	\$394,666	\$401,320	\$795,986
Capital Program	\$22,750	\$0	\$1,070,400	\$19,768	\$19,143	\$38,911
Capital Transfers	\$0	\$0	\$500,000	\$0	\$0	\$0
Subtotal	\$405,627	\$453,443	\$2,191,225	\$560,772	\$570,747	\$1,131,519
Capital Outlay	\$22,750	\$107,064	\$0	\$18,768	\$19,143	\$37,911
Ending Fund Balance	\$989,625	\$1,196,032	\$552,807	\$690,035	\$826,288	\$826,288
Total	\$1,395,252	\$1,649,475	\$2,744,032	\$1,269,575	\$1,416,178	\$1,957,807



Personnel Summary (Number of FTE's)					
	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Storm Drainage Utility	1.08	2.22	2.22	2.22	2.22
Total	1.08	2.22	2.22	2.22	2.22

Financial Notes:

- Increase in Maintenance & Operation expense attributed to increased transfer to General Fund based on new audit for support costs.
- Capital expenditures to fund Storm Water Comprehensive Plan and system improvements.

Section III: Operating Budgets

Enterprise Funds – Storm Drainage Utility Fund 404

2012 Key Accomplishments:

- Assisted Drainage District 21 with geographical area for first time cleaning under new work crew.
- Cleaned obstructions in Drainage District 23 area from Frank Albert to 20th Street East.
- Cleaned, maintained and repaired 21 storm filtering systems.
- Completion of two cuttings of Wapato Creek.
- Maintenance of City owned storm ponds and ditches.

2013 Goals:

- Completion of two cuttings of Wapato Creek.
- Maintenance of city owned storm ponds and ditches.
- Continued assisting Drainage District 21.
- Completion of mitigation tree planting in Wedge Park as required by WDFW according to hydraulic permit.
- Complete inspection of half of the storm ponds within the City.



2014 Goals:

- Completion of two cuttings of Wapato Creek.
- Maintenance of city owned storm ponds and ditches.
- Continued partnership with WDFW to restore critical habitat areas in accordance with hydraulic permitting process.
- Complete inspection of half of the storm ponds in the city.
- Annual cleaning of Filtera Systems.

Section III: Operating Budgets

Enterprise Funds – Storm Drainage Utility Fund 404

Drainage

Public Education and Outreach

Continue: (1) publishing articles related to stormwater in the Fife Flyer; (2) handing out carwash information (kits, coupons) at Fife Harvest Festival; and (3) preparing and providing responses for stormwater questions for weekly DRC meetings. Prepare a plan targeting general public and businesses with measureable improvements to target audience.

Workload Measures (2012) Projected:

- Prepare three articles with stormwater Public Education Content for the Fife Flyer.
- Prepare and collect information regarding car wash kits and coupons for car washes.
- Prepare for and respond to resident and developer stormwater related questions for DRC's.

Performance Measurement	2011 Actual	2012 Budget	2013-14 Target
Publish three stormwater articles for the Fife Flyer.	3	3	3
Distribute items at the Harvest Festival such as public handouts, car wash and water-quality kits.	50	278	50

Section III: Operating Budgets
Enterprise Funds – Storm Drainage Utility Fund 404

Inspection of Existing Stormwater Facilities

Review of existing drainage reports and as built drawings for the purpose of owner education; contacting owners for site visits and compliance. Inspect the facility; complete checklist, provide a copy to the owner. Prepare compliance letter and coordinate utility billing discount adjustment if needed.

Workload Measures (2012) Projected:

- Inspected 60 existing storm water facilities having access agreements.
- Notify by mail the 40 existing storm water facilities lacking access agreements.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Inspect half of all facilities with agreements on an annual basis.	100%	100%	100%
Visit 40 facilities without access agreements.	0%	0%	25%
Secure 10 of the facilities without access agreements visited and document non-compliant items visible from publicly accessible area.	0%	0%	100%

Section III: Operating Budgets

Enterprise Funds – Storm Drainage Utility Fund 404

Street Sweeping

Workload Measures (2012) Projected:

- Number of curb miles swept; currently sweep about 25 miles monthly (20th Street East, 54th Avenue East, 70th Avenue East, Valley Avenue East, Port of Tacoma) and 20 miles every other month (minor roadways) and City facility parking lots in accordance with a vendor provided schedule.
- Collected and disposed of 150 tons of material (street sweepings) to landfill.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Arterial streets swept monthly.	100%	100%	100%
Percentage of time streets swept within five days of snow and ice event.	100%	100%	100%
Response to emergency cleanup during business hours is immediately, after business hours police dispatch notifies on-call employee.	100%	100%	100%

Section III: Operating Budgets
Enterprise Funds – Storm Drainage Utility Fund 404

Storm Drain Inspection and Cleaning

Workload Measures (2012) Projected:

- Inspected and cleaned five miles of storm lines.
- Maintain 10 miles of roadside ditches.
- Maintained 2036 catch basins.
- Inspected and cleaned approximately 1000 catch basins; (cleaning on as needed basis).
- Collected and disposed of 60 tons of system debris to landfill.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Clean and inspect half of storm line inventory annually.	100%	100%	100%
Clean 1/2 of catch basin inventory annually.	100%	100%	100%



Section III: Operating Budgets
Enterprise Funds – Storm Drainage Utility Fund 404

Creek Cleaning

Removal of storm and invasive vegetation from Wapato Creek and Firwood Ditch systems.

Workload Measures (2012) Projected:

- Currently clean four miles of Wapato Creek (two passes).
- Clean two miles of Firwood Ditch (one pass).
- Obtain permit from Fish & Wildlife to clean ditches.

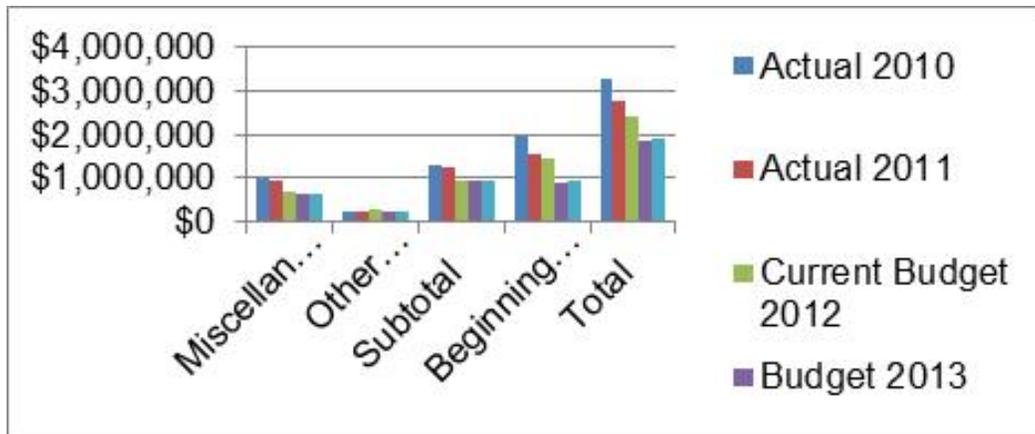
Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Clean Wapato Creek twice within the four month permit window.	2	2	2
Clean Firwood Ditch annually.	1	1	1

Section III: Operating Budgets
Enterprise Funds – Parity Revenue Bond Fund 405

Parity Revenue Bond

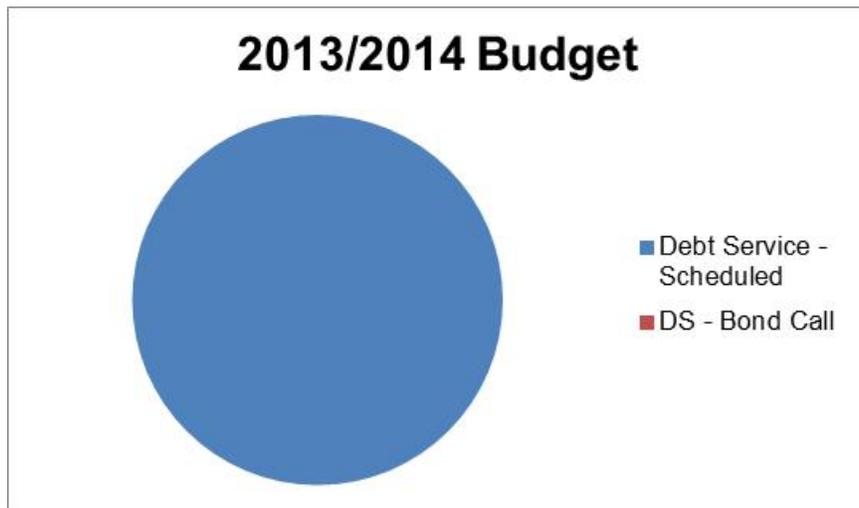
The purpose of The Parity Revenue Bond Fund is to pay and secure the payment of the principal, premium, if any and interest on the Parity Bonds issued by the City. The Bond Fund consists of two accounts: (a) the Principal and Interest Account and (b) the Reserve Account. Each account is held separate and apart from the other. The purpose of the Parity Revenue Bond Fund is to pay part or all of the costs of certain capital improvements to the City’s sanitary sewer system, including the improvements carried out by Utility Local Improvement District No. 98-2.

Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Current Budget 2012	Budget 2013	Budget 2014	2013/2014
Fines & Forfeits	\$0	\$0	\$0	\$36,000	\$36,000	\$72,000
Miscellaneous	\$1,010,552	\$960,306	\$701,000	\$641,000	\$641,000	\$1,282,000
Other Sources - Transfers In	\$265,070	\$266,033	\$266,533	\$259,980	\$259,164	\$519,144
Subtotal	\$1,275,622	\$1,226,339	\$967,533	\$936,980	\$936,164	\$1,873,144
Beginning Fund Balance	\$1,974,140	\$1,543,575	\$1,457,859	\$903,268	\$969,564	\$903,268
Total	\$3,249,762	\$2,769,914	\$2,425,392	\$1,840,248	\$1,905,728	\$2,776,412



Section III: Operating Budgets
Enterprise Funds – Parity Revenue Bond Fund 405

Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Debt Service - Scheduled	\$1,006,187	\$962,055	\$952,124	\$870,684	\$848,719	\$1,719,403
DS - Bond Call	\$700,000	\$350,000	\$600,000	\$0	\$0	\$0
Subtotal	\$1,706,187	\$1,312,055	\$1,552,124	\$870,684	\$848,719	\$1,719,403
Ending Fund Balance	\$1,543,575	\$1,457,859	\$873,268	\$969,564	\$1,057,009	\$1,057,009
Total	\$3,249,762	\$2,769,914	\$2,425,392	\$1,840,248	\$1,905,728	\$2,776,412

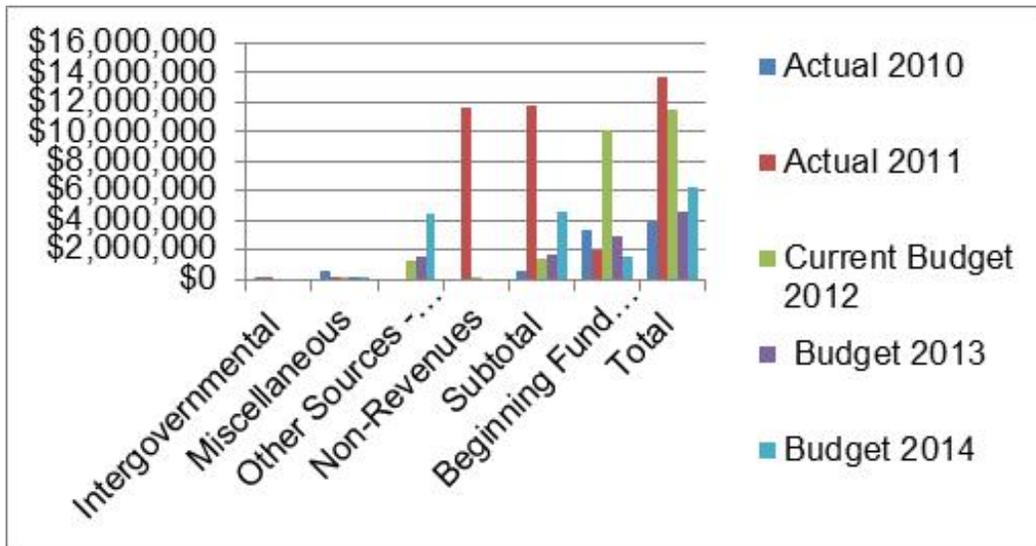


Section III: Operating Budgets
Enterprise Funds – Utility Construction Fund 410

Utility Construction

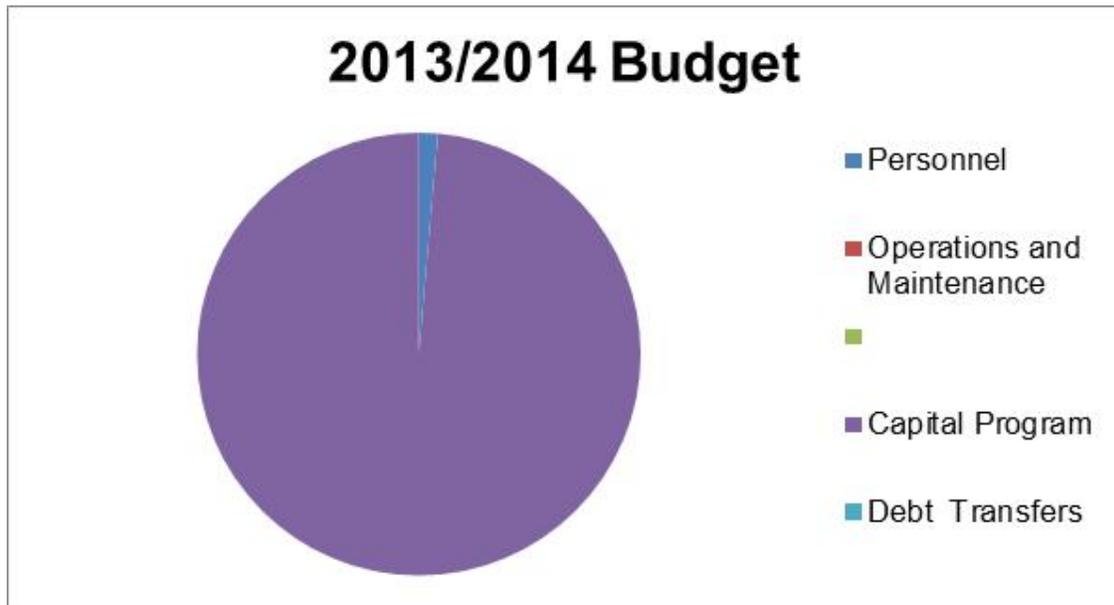
The Utility Construction Fund provides capital improvements to the City’s utilities. It is funded through General Facility charges and operating transfers from the respective utility funds.

Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Current Budget 2012	Budget 2013	Budget 2014	2013/2014
Intergovernmental	\$23,951	\$91,702	\$0	\$0	\$0	\$0
Miscellaneous	\$526,121	\$28,473	\$22,000	\$137,000	\$137,000	\$274,000
Other Sources -Loan Proceeds	\$0	\$0	\$1,200,000	\$1,500,000	\$4,500,000	\$6,000,000
Non-Revenues	\$0	\$11,625,144	\$210,000	\$0	\$0	\$0
Subtotal	\$550,072	\$11,745,319	\$1,432,000	\$1,637,000	\$4,637,000	\$6,274,000
Beginning Fund Balance	\$3,304,513	\$1,894,575	\$10,044,396	\$2,924,023	\$1,548,569	\$2,924,023
Total	\$3,854,585	\$13,639,894	\$11,476,396	\$4,561,023	\$6,185,569	\$9,198,023



Section III: Operating Budgets
Enterprise Funds – Utility Construction Fund 410

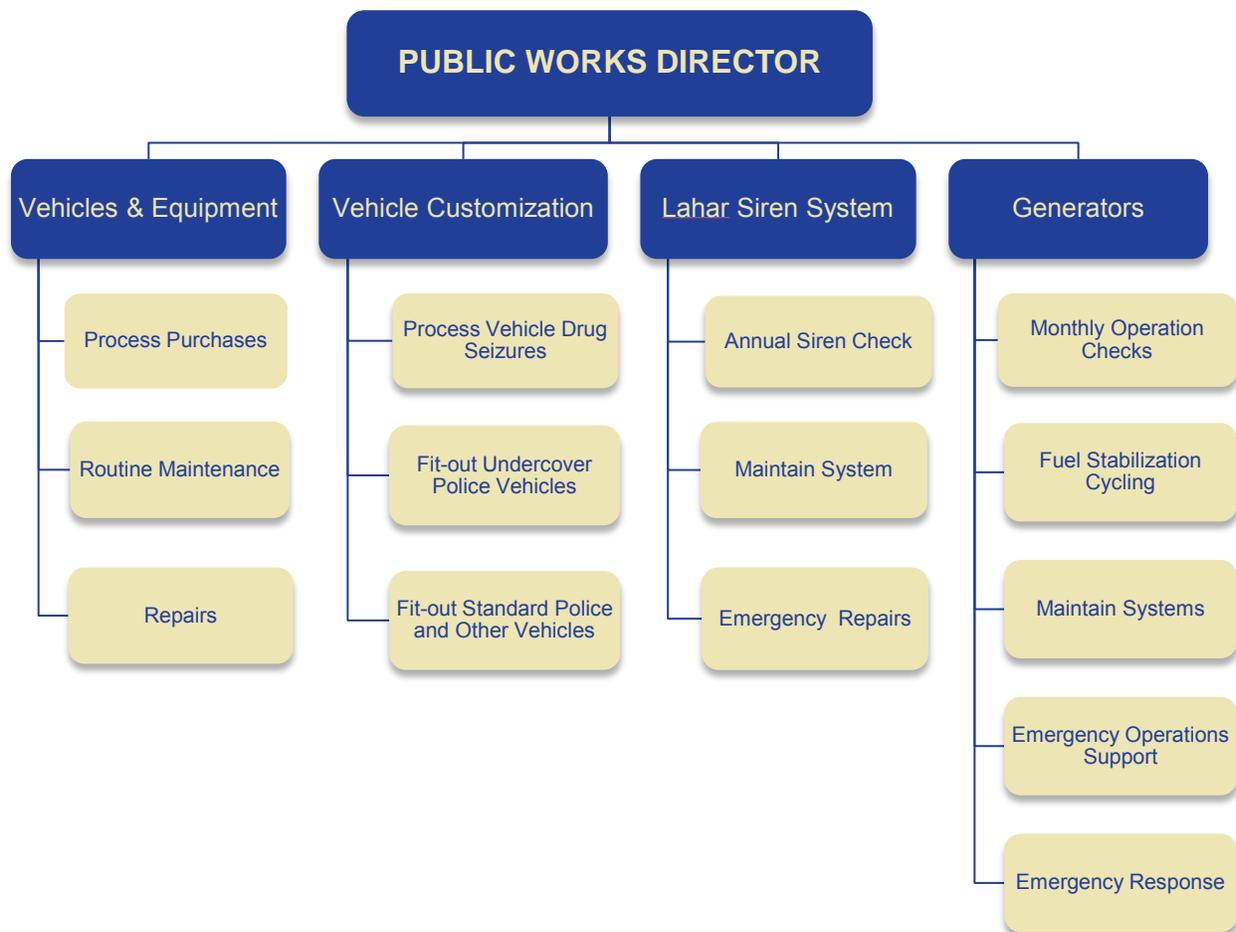
Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$0	\$45,234	\$48,639	\$51,454	\$52,002	\$103,456
Operations and Maintenance	\$0	\$100,950	\$260,000	\$0	\$0	\$0
Debt Service	\$0	\$18,788	\$0	\$0	\$0	\$0
Capital Program	\$1,960,010	\$3,430,526	\$6,477,376	\$2,961,000	\$4,500,000	\$7,461,000
Capital Transfers	\$0	\$0	\$1,265,000	\$0	\$0	\$0
Subtotal	\$1,960,010	\$3,595,498	\$8,051,015	\$3,012,454	\$4,552,002	\$7,564,456
Ending Fund Balance	\$1,894,575	\$10,044,396	\$3,425,381	\$1,548,569	\$1,633,567	\$1,633,567
Total	\$3,854,585	\$13,639,894	\$11,476,396	\$4,561,023	\$6,185,569	\$9,198,023



Section III: Operating Budgets
Enterprise Funds –Fleet Fund 504

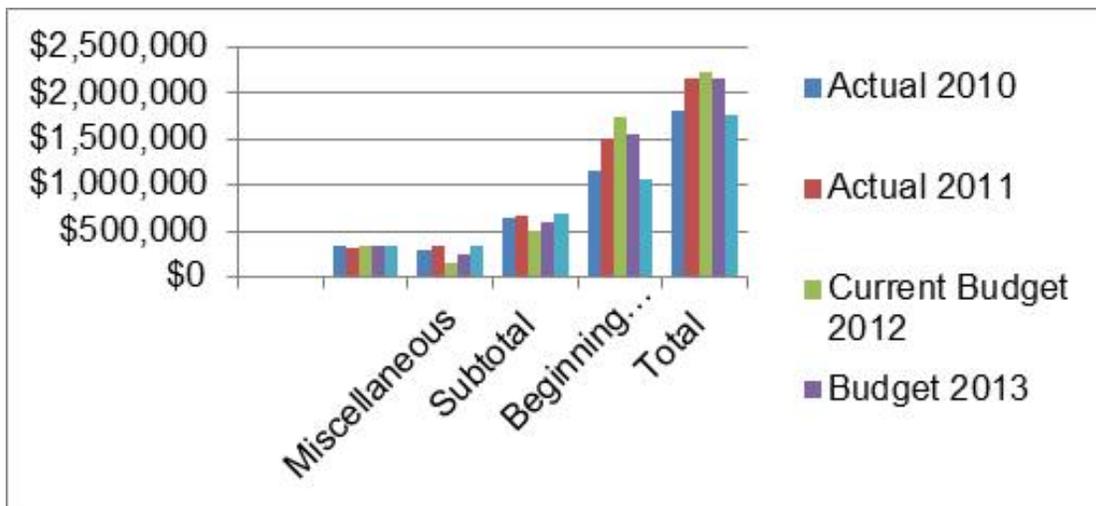
Fleet

The Fleet Fund is responsible for purchase, repair and maintenance of the City-owned vehicles, equipping police vehicles with special installations, handling of drug seizure vehicles and maintenance of the Lahar system



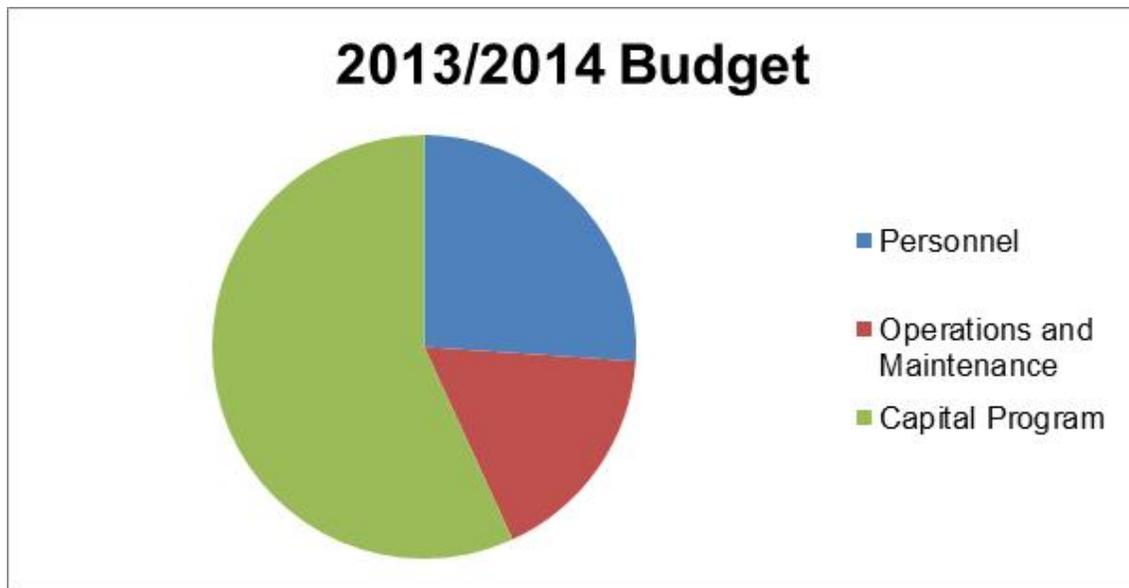
Section III: Operating Budgets
Enterprise Funds –Fleet Fund 504

Revenue Comparison 2011-2014						
	Actual 2010	Actual 2011	Current Budget 2012	Budget 2013	Budget 2014	2013/2014
Intergovernmental	\$23,547	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$339,720	\$307,832	\$345,672	\$345,672	\$345,672	\$691,344
Miscellaneous	\$288,681	\$348,129	\$158,736	\$246,849	\$336,262	\$583,111
Subtotal	\$651,948	\$655,961	\$504,408	\$592,521	\$681,934	\$1,274,455
Beginning Fund Balance	\$1,164,907	\$1,496,563	\$1,732,551	\$1,557,250	\$1,069,758	\$1,557,250
Total	\$1,816,855	\$2,152,524	\$2,236,959	\$2,149,771	\$1,751,692	\$2,831,705



Section III: Operating Budgets
Enterprise Funds –Fleet Fund 504

Expenditures						
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2013/2014
Personnel	\$190,939	\$196,045	\$201,910	\$208,215	\$212,260	\$420,475
Operations and Maintenance	\$113,701	\$131,210	\$136,500	\$137,298	\$138,077	\$275,375
Capital Program	\$250,282	\$92,717	\$360,000	\$734,500	\$182,000	\$916,500
Subtotal	\$554,922	\$419,972	\$698,410	\$1,080,013	\$532,337	\$1,612,350
Ending Fund Balance	\$1,496,563	\$1,732,552	\$1,538,549	\$1,069,758	\$1,219,355	\$1,219,355
Total	\$2,051,485	\$2,152,524	\$2,236,959	\$2,149,771	\$1,751,692	\$2,831,705



Section III: Operating Budgets
Enterprise Funds –Fleet Fund 504

Financial Notes:

- Reduced revenue from general fund transfers.
- Several capital purchases deferred including new roller, asphalt spreader & pickup truck.

2012 Key Accomplishments

- Installation of and training provided for PD-frequency radios in all 'first/emergency responder fleet vehicles.
- Purchased and upfit four (4) new police vehicles, and retrofit 2 additional police vehicles
- Finalized delivery and upfit of Police 'Bearcat' SWAT division vehicle
- Purchased and upfit two (2) new flatbed trucks, one each for PW and PRCS

2013 Goals

- Purchase and upfit four (4) Police Vehicles
- Purchase and upfit one (1) Public Works Fleet Service truck

2014 Goals

- Purchase and upfit four (4) Police Vehicles
- Purchase and upfit one (1) Public Works Flatbed Trucks
- Purchase and upfit one (1) Park's Utility Vehicle

Personnel Summary (Number of FTE's)					
	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Fleet	2.00	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00	2.00

Section III: Operating Budgets
Enterprise Funds –Fleet Fund 504

Vehicle Purchase and Routine Maintenance

Fleet purchases and maintains vehicles for Public Works, Police and Parks Departments and maintains emergency generators.

Workload Measures (2012) Projected:

- Purchase an average of four vehicles annually.
- Perform maintenance on a fleet of 114 vehicles.
- Checked 8 emergency generators weekly.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
New vehicles ordered in a timely manner and delivered to the receiving department within 45 days of receipt of base vehicle.	100%	100%	100%
Percentage of lube, oil, filters events turned around within one business day.	100%	100%	100%



Section III: Operating Budgets
Enterprise Funds –Fleet Fund 504

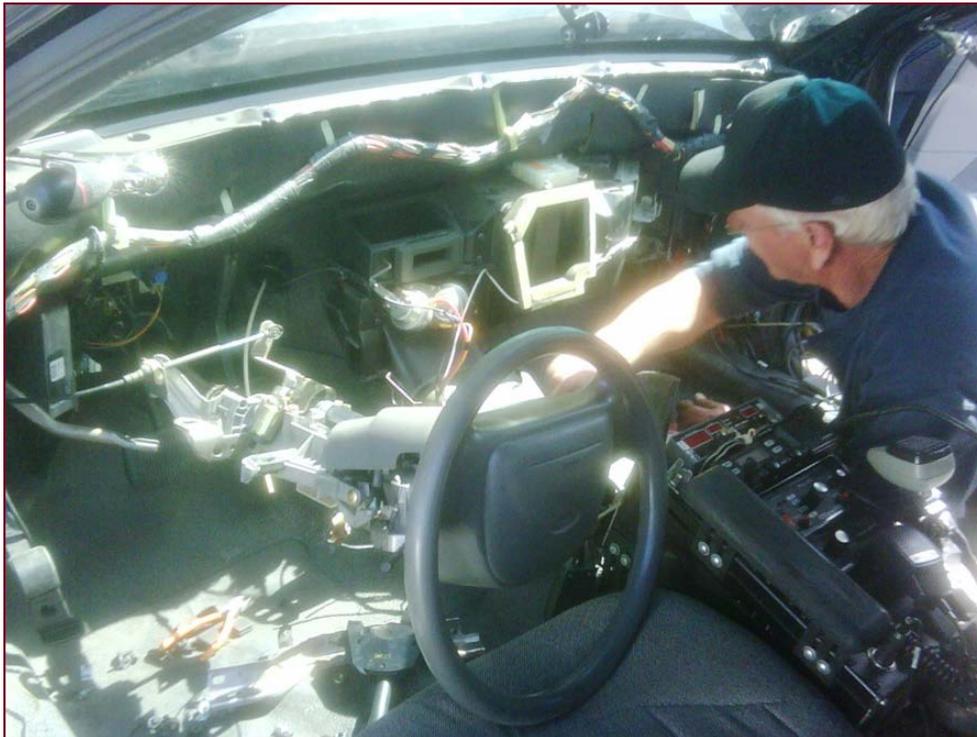
Vehicle Repair

Fleet performs major repair on vehicles including engine swaps, welding of side-arm mower arms and replacement of hydraulic system components, clutch replacements and brake jobs.

Workload Measures (2012) Projected:

- Perform two engine swaps.
- Repair-weld eight side-arm mower arms.
- Perform 24 brake jobs and one clutch replacement.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Brake jobs completed within promised delivery time.	100%	100%	100%
Routine service completed within five days of request of service.	100%	100%	100%



Section III: Operating Budgets
Enterprise Funds –Fleet Fund 504

Vehicle Customization

This includes turning drug seized vehicles either into police undercover vehicles or some other disposal and installation of specialty equipment on police vehicles.

Workload Measures (2012) Projected:

- Process and dispose of 10 drug seized vehicles.
- Install light bars and video cameras in eight police vehicles.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
Seized vehicles auctioned in 90 days or put into service for use as undercover for Police Department.	100%	100%	100%



Section III: Operating Budgets
Enterprise Funds –Fleet Fund 504

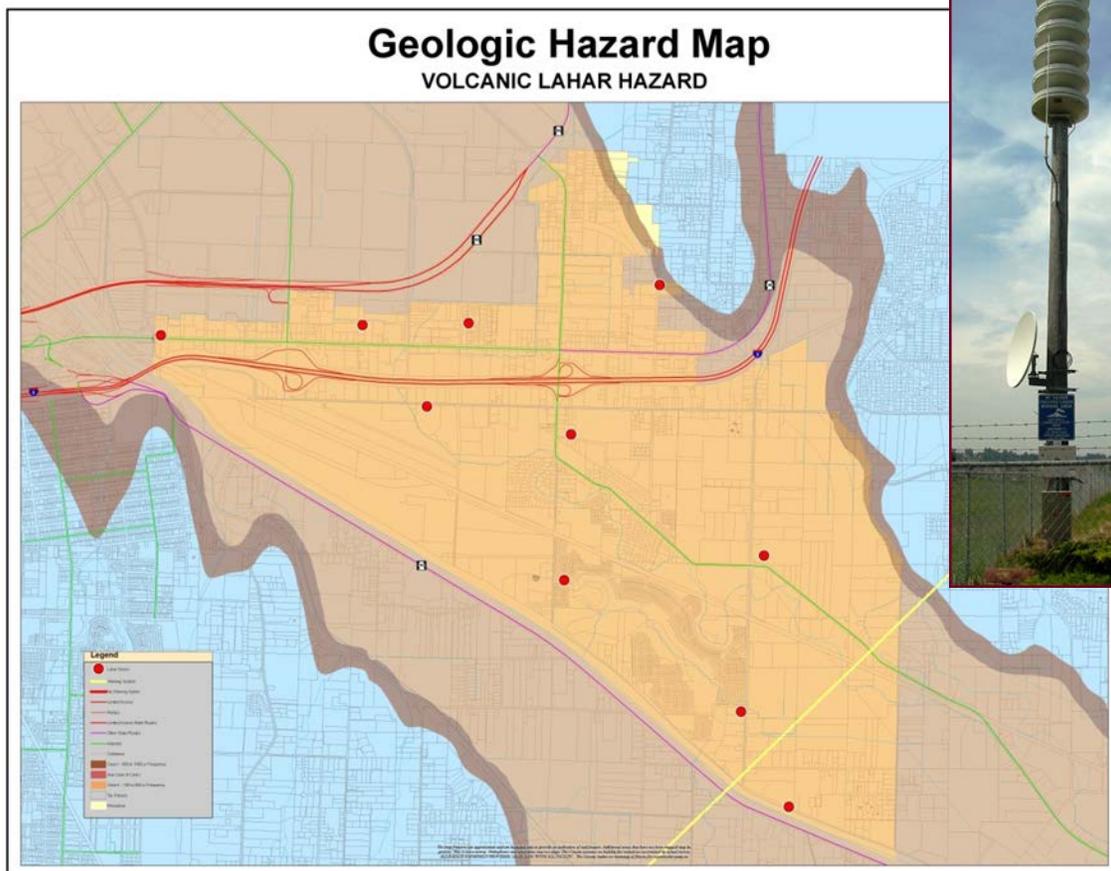
Lahar Siren System

Includes repairing and maintaining the Lahar siren system.

Workload Measures (2011) Projected:

- 108 checks of Lahar siren system annually.

Performance Measurements	2012 Target	2012 Actual	2013-14 Target
System performs properly when activated.	100%	100%	100%



Section IV: Capital Improvement Projects

**Section IV:
Capital Improvement Projects**

Section IV: Capital Improvement Projects
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Table of Contents
Section IV: Capital Improvement Projects

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Section IV: Capital Improvement Projects

Capital Improvement

Capital Improvement Program Overview

The Capital Improvement Program (CIP) implements the City's policy to preserve physical assets, minimize future maintenance and replacements costs, and plan for future capital investments. Capital assets are essential to the support and delivery of many of the City's core services.

The CIP attempts to set funding strategies not only for the current year, but also to project future needs for major construction, land acquisition, and equipment needs that support and enhance the City's infrastructure, cultural environment, and recreational opportunities for the citizens of Fife. Capital projects are viewed not only in the context of how much the new project will cost, but also what impact the project will have on the City's current and future operating budgets.

The Capital Improvement Program includes both capital expenditures and capital projects, defined as follows:

Department Capital Expenditure – Charges for the acquisition of equipment, land, building, or improvements of land or buildings, fixtures, and other permanent improvements with a value between \$5,000 and \$30,000, and a useful life expectancy of more than one year.

Capital Program Project – Project that has a specific objective, is easily distinguishable from other work being performed, has a definite beginning and end, does not occur annually (non-routine), and typically has a total cost in excess of \$30,000.

While the CIP does not cover routine maintenance, it does include renovation, major repair, or reconstruction of damaged or deteriorated facilities. It also may include items not usually included in a CIP such as furniture or equipment. These items may be included in a capital project's overall cost if they are clearly associated with a newly constructed or renovated facility.

Impacts of Growth Management

Capital facilities planning and financing is subject to the State of Washington Growth Management Act (GMA). The GMA requires that communities adopt comprehensive plans designed to guide the orderly development of growth over the next twenty years.

To comply with the GMA, the City updates its comprehensive Capital Facilities Plan (CFP) annually. The CFP provides long-range policy guidance for the development of capital improvements. The purpose of a CFP is to identify and coordinate those capital improvements deemed necessary to accommodate orderly growth, set policy direction for capital improvements, and ensure that needed capital facilities are provided in a timely manner.

The GMA requires that the CFP contain the following elements:

1. An inventory of existing public-owned capital facilities showing locations and capacities.
2. A forecast of the future needs for such capital facilities.
3. The proposed locations and capacities of expanded or new capital facilities.

Section IV: Capital Improvement Projects

Capital Improvement

4. A minimum six-year plan that will finance such capital facilities within projected funding capacities and clearly identify sources of public money for such purposes.
5. A requirement to reassess the land use element if projected funding falls short of meeting existing needs.

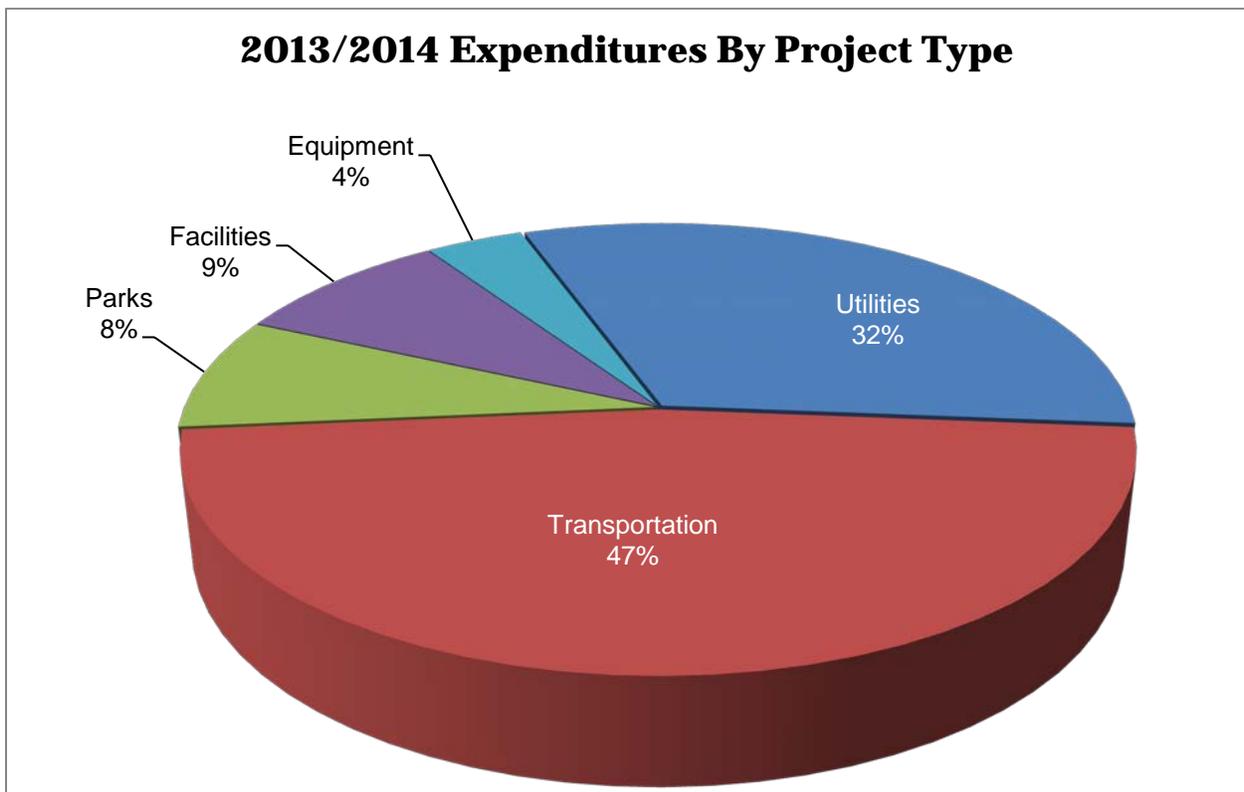
The GMA defines capital facilities and utilities as mandatory elements for inclusion in the comprehensive plan. Capital facilities and utilities represent the infrastructure, or foundation, or a community and are integral to accommodating growth.

The CFP must include the full range of public services: water, sanitary sewer and storm water, police and fire, solid waste/recycling, parks and recreation, transportation, libraries and public housing. However, all facilities are not required to be in place (financed) when the impacts of that new development occur.

Section IV: Capital Improvement Projects
Expenditures by Project Type

Expenditures by Project Type

Expenditures By Project Type For 2013/2014			
	2013	2014	2013/2014
Utilities	2,961,000	4,500,000	7,461,000
Transportation	11,086,570	-	11,086,570
Parks	1,910,000	-	1,910,000
Facilities	2,046,000	20,000	2,066,000
Equipment	734,500	182,000	916,500
Total	18,738,070	4,702,000	23,440,070

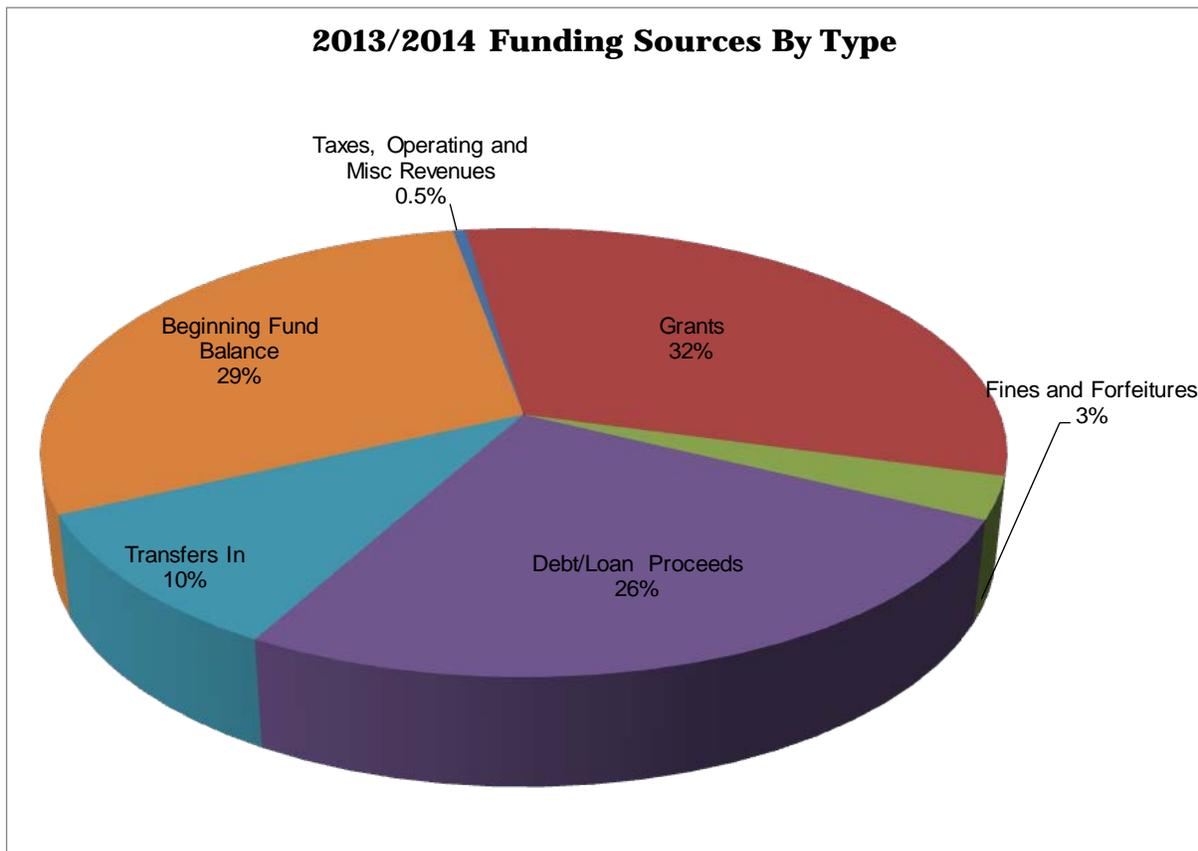


Section IV: Capital Improvement Projects
Funding Sources

Funding Sources

Capital Projects And Related Comprehensive Planning Funding Sources For 2013/2014	
	2013/2014
Taxes, Operating and Misc Revenues	116,000
Grants	7,410,800
Fines and Forfeitures	711,770
Debt/Loan Proceeds	6,000,000
Transfers In	2,350,000
Beginning Fund Balance	<u>6,851,500</u>
Total	23,440,070

2013/2014 Funding Sources By Type

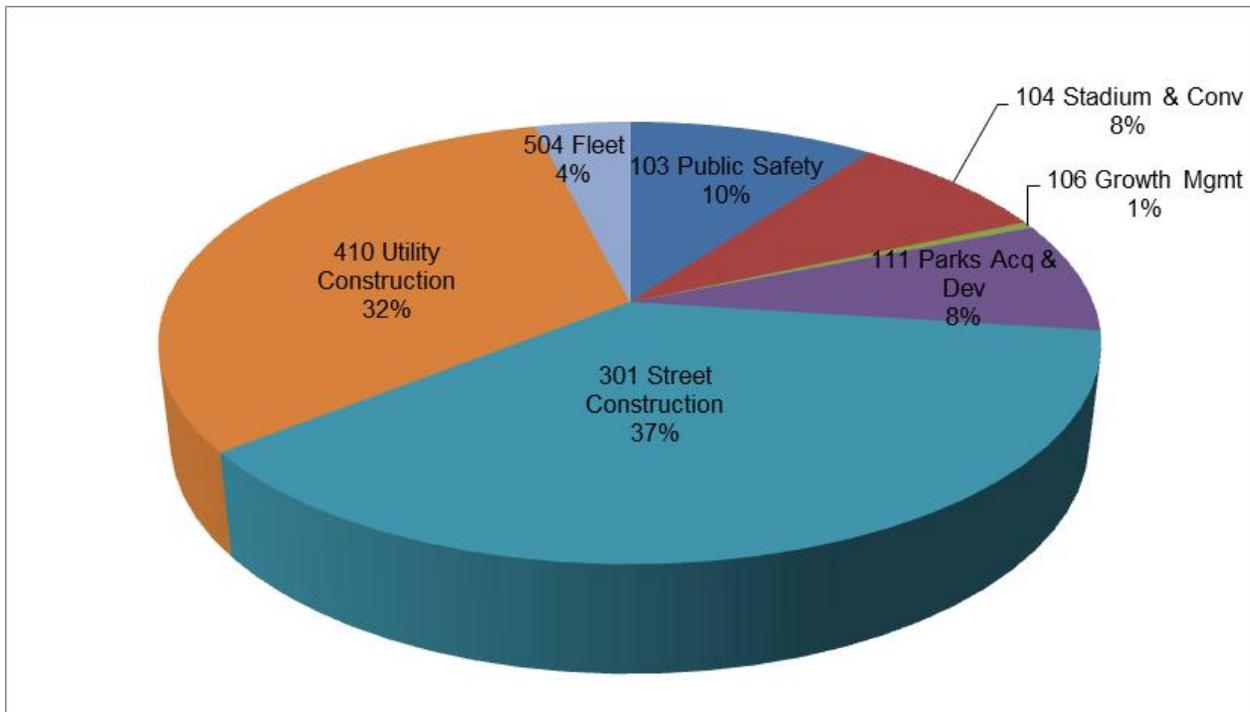


Section IV: Capital Improvement Projects
Funding Sources by Fund

Funding Sources by Fund

Capital Projects And Related Comprehensive Planning Funding Sources By Fund For 2013/2014			
	2013	2014	2013/2014
103 Public Safety	\$2,372,570	\$0	\$2,372,570
104 Stadium & Conv	\$1,930,000	\$20,000	\$1,950,000
106 Growth Mgmt	\$116,000	\$0	\$116,000
111 Parks Acq & Dev	\$1,910,000	\$0	\$1,910,000
301 Street Construction	\$8,714,000	\$0	\$8,714,000
410 Utility Construction	\$2,961,000	\$4,500,000	\$7,461,000
504 Fleet	\$734,500	\$182,000	\$916,500
	\$18,738,070	\$4,702,000	\$23,440,070

2013/2014 Funding Sources by Fund



Section IV: Capital Improvement Projects *Facilities*

2013/2014 Facilities Capital Project Fund Expenditures

The Criminal Justice Center and Jail will be reconfigured to better accommodate the Police Department's new model for Jail operations. With new contracts with Tacoma and other jurisdictions for incarcerating out-of-town inmates, and new contracts with Wapato and other jurisdictions for incarcerating inmates assigned to Fife, the Jail will handle significantly more bookings than previously. Changes to the bookings area will improve security and add monitoring capabilities.

The South Campus Master Plan, begun in 2012, will be completed, and initial work to establish the commons will be done.

Each of these projects will add slightly to future maintenance needs, but such maintenance can be completed with existing staffing levels and with minimal impact to maintenance budgets.

Project Description

This project will replace the existing natural turf field with artificial turf, thereby increasing the usability of the field in all weather conditions.

The City of Fife share is offered as a “last dollar” match towards the Fife Booster Club’s fundraising. Fife will contribute its funds on a reimbursement basis only after all other funds have been committed to fund the project through completion of construction.

Project Justification

The Existing Fife High School stadium turf is natural grass on native soil. The field often becomes saturated during the rainy season and is easily damaged during normal use. In order to minimize damage, the number of games scheduled for the field is restricted and practices are held elsewhere. If an artificial turf field is installed additional games can be scheduled and held, increasing the number of visitors to Fife.

This project competed through the Lodging Tax Advisory Committee and funding was recommended, awarded, and budgeted based on the value to the City of increased use of the field. If the Fife Booster Club can raise sufficient funds to construct the field with the City’s support, the City will negotiate and execute an agreement with the School District through which the School District will commit to making the field available for recreation league and tournament play, after all school district needs have been scheduled.

Help us turn this field...



...into this field



Funding Source	Contribution
Convention and Visitor Fund, City of Fife	\$200,000
Fife Boosters	\$950,000
Total – Phase 0	\$1,150,000

TASK	1Q 2013	2 Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014
Fundraising	████████████████████						
Design					██████		
Construction, Fife Payment					████████████████████		

Project Description

This project is for the cleaning/sealing (encapsulation) of the HVAC duct work and compressors at City Hall.

Project Justification

There have been complaints of air quality and air circulation issues in the HVAC system at City Hall vehicles. The system was new in 1997, and is now 16 years old. Air enters the system from outside and periodic air quality issues stemming from external influence can occur. After consulting with our HVAC maintenance professionals, they recommended that IF we wanted to clean the internal duct work, we use a process which internally seals (encapsulates) the HVAC ductwork. They also recommend servicing the compressors at the same time, which should help extend their longevity (usually ~20 years).



Funding Source	Contribution
General Gov't Facilities Fund	\$21,000
Total Funding	\$21,000



TASK	1 Q 2013	2 Q 2013
Research and quote	■	
Issue purchase order		■
Schedule service/repairs		■

Project Description

This project is for the repair and/or overlay of the Pool and Community Center parking Lots.

Project Justification

The Fife Swim Center and Community Center parking lot is in need of repaving. It has severe "Alligatoring" and has been patched and crack sealed several times. Potential for further sub-base failure and/or claims for damage may arise if not addressed in the near future. This work would likely be contracted out to a pavement company for timely repairs.



Funding Source	Contribution
General Gov't Facilities Fund	\$35,000
Total Funding	\$35,000

TASK	1 Q 2013	2 Q 2013
Research and quote		■
Issue purchase order		■
Schedule service/repairs		■

Project Description

This project is for the replacement of the pool liner of the main large pool at the Fife Swim Center.

Project Justification

It has been over ten years since the Swim Center Pool Liner has been replaced. The current condition of the liner is deteriorating and has required multiple patches over the last 2 – 3 years. Significant discoloration has occurred as well. The replacement of the liner is critical to the long term function and viability of the pool. Replacing the liner should result in another 10 – 12 years of useful service of this facility.



Funding Source	Contribution
General Gov't Facilities Fund	\$35,000
Total Funding	\$35,000



TASK	1 Q 2013	2 Q 2013
Research and quote	■	
Issue purchase order		■
Schedule service/repairs		■

Project Description

This project consists of the selection of a site for the Parks, Recreation, and Community Services (PRCS) Maintenance Facility and possible colocation with Fife School District grounds maintenance.

Project Justification

The current PRCS maintenance facility occupies space in Fife’s South Campus, along with City Hall, the Community Center, Swim Center, Fire District 10, the Fife School District grounds maintenance facility and Fountain Memorial, Coburn, and Centennial parks. The PRCS and School Grounds Maintenance facilities are the only “back of the shop” type uses and are incompatible with the other public-access uses on the campus.

The Fife City Council previously approved a comprehensive park development master plan for Brookville Garden Community Park that included relocation of the PRCS maintenance facility to a portion of the park site. The Council later determined that the park program, environmental enhancements, and constraints did not leave adequate room for the PRCS maintenance facility and subsequently adopted a revised park development master plan that did not include the maintenance facility.

Preliminary work on the South Campus master plan indicates that the current PRCS footprint is not large enough to provide maximum functionality for department activities, and that continued presence of the Park Maintenance Facility and operations on the site severely limits the City’s ability to accomplish the intended Master Plan goals.

Fife School District officials have indicated a willingness to consider relocating the school grounds maintenance facility from the South Campus, particularly if a joint-use maintenance facility is available to share with the Fife PRCS Department.

The current economy is such that the owners of vacant and even potentially appropriately developed real estate have approached the City of Fife regarding the sale of their properties for this or similar uses.

This budget is for site evaluation and selection. If a site is acquired, a budget amendment will be required.

TASK	1Q 2013	2Q 2013	3Q 2013	4Q 2012
Advertise	██████			
Site Selection		██████		
Negotiation			██████	
Purchase				██████

Funding Source	Contribution
City of Fife – Special Projects	\$25,000
Total Funding	\$25,000



Section IV: Capital Improvement Projects
Parks, Recreation and Community Services

**2013/2014 Parks, Recreation and Community Service
Capital Project Expenditures**

Stadium & Convention Fund 104 = \$1,750,000

Brookville Gardens Community Park – This appropriation will be combined with a matching \$1.75M from the Park Acquisition & Development Fund to provide the funding source to construct Brookville Gardens Community Park. This funding also includes costs associated with final design, cost estimating, permitting, construction management and bidding.

Park Acquisition & Development Fund 111 = \$1,750,000

Brookville Gardens Community Park – As mentioned above, this funding will be spent on construction of the park and also includes monies for final design, cost estimating, permitting, construction management and bidding.

This new park will substantially increase the City's total park maintenance obligations as the completed Brookville Park will require approximately one full time equivalent park maintenance employee's efforts, year-round.

Project Description

Construction of Brookville Gardens Community Park.

Project Justification

Council funded construction of Brookville Gardens Park in 2012, then agreed to coordinate construction with the Port of Tacoma Road Interchange wetlands mitigation which delayed the construction start.

The current schedule outlined below is based on finalizing the interchange wetland mitigation additional site selection by the end of 2012, which will allow the mitigation project construction contract to be let in coordination with the Brookville Gardens contract.

Permitting of the proposed fish hatchery may not be complete in time for it to be built simultaneously with the rest of the park; it may be built as a later phase.



TASK	<u>1 Q 2013</u>	<u>2 Q 2013</u>	<u>3 Q 2013</u>	<u>4 Q 2012</u>	<u>2014</u>
Design & Permitting					
Bid Doc Prep & Bidding					
Bid Selection & Award					
Construction					

Funding Source	Contribution
City of Fife – Park Acquisition & Development Fund	\$1,750,000
City of Fife – Stadium & Convention Fund	\$1,750,000
Total Funding	\$3,500,000

Project Description

Build a 4-car parking lot, access road, turn-around, and ADA access ramp between 48th Street East and the existing trail around the storm pond on the City's property between 48th Street East and North Levee Road East.

Project Justification

The city originally acquired the subject property for development into a community park. The current condition of the site is the result of a 2010 construction project that stemmed from a development agreement between the city and American Fast Freight (AFF).

With completion of these improvements, formal public access is the next logical step to completing the site and fully incorporating it into the city park system.

Entrance gates or bollards would be installed on the entrance roads. No lighting is proposed.



Funding Source	Contribution
City of Fife – Park Acquisition & Development Fund	\$160,000
Total Funding	\$160,000

TASK	1 Q 2013	2 Q 2013	3 Q 2013	4 Q 2013
Design & Permitting	██████████			
Bid Doc Prep & Bidding		██████		
Bid Selection & Award		██████		
Construction			██████████	██████████

Section IV: Capital Improvement Projects Transportation

2013/2014 Transportation Capital Project Funds Expenditures

The Street Construction Fund pays the capital cost of the planning, survey, design, permitting, right-of-way acquisition, construction, inspection and administration of transportation improvement projects. Though the fund title is street construction, projects include not only vehicular streets but also pedestrian trails and sidewalks, bicycle lanes and paths, bus stop pads and shelters, park-and-ride and trailhead parking lots, traffic signals, illumination, signage and pavement markings, landscaping, irrigation, rail crossings, retaining walls, fencing and other features required to complete a transportation project. The street construction fund also pays the City-share cost of conversion of overhead utilities to underground, where such conversion is associated with a transportation project. The street construction fund directly pays the cost of drainage systems for transportation projects, including swales, inlets, catch basins, manholes, pipe, storm ponds, control structures and pumps. Street Construction projects also often include other utility features such as water, sewer and area-wide stormwater conveyance systems that are funded by the Utility Construction fund.

The Street Construction Fund pays half of the direct salary and benefits for each of two employees, for a total of one full time equivalent. One of the half-time charges is for field inspection of street construction by an engineering technician. The other half-time charge is for the tracking of street construction charges and reimbursements from financial partners.

The street construction fund pays the capital cost of the planning, survey, design, permitting, right-of-way acquisition, construction, inspection and administration of transportation improvement projects including:

Public Safety Fund 103 - \$4,061,770

- 70th Avenue East Phase 2, 2900 Block to 1-5 \$3,000,000
- 54th Ave East Restoration \$350,000
- Sidewalk and Bike Lane, North side of Pacific Highway \$711,770

Street Construction Fund 301 - \$9,565,943

- 70th Avenue East Phase 2, 2900 Block to 1-5 = \$9,456,943.
- Transportation Comprehensive Plan Updated = \$100,000.

Project Description

This project will provide 3,280 feet of sidewalk, bike lane, and planter strip buffer with street trees along the north side of Pacific Highway E between 54th Avenue E and 65th Avenue E. The project will be similar to the improvements constructed on the south side of the street. The Project will include pedestrian and vehicle lighting, storm water facilities, improved access management of driveways, and replace existing curb ramps that do not meet ADA standards.

Funding Source	Contribution
City of Fife – Public Safety Fund	\$711,770
WSDOT Pedestrian Safety Grant	\$1,660,800
Total Funding	\$2,372,570

Project Justification

This is the last section of Pacific Highway in the City of Fife that does not have sidewalks. Currently, only 715 feet of the total 3,280 foot section has sidewalks, and pedestrians walk along the shoulder or informal paths with no buffer from traffic. Pierce Transit provides bus service along Pacific Highway and there are four bus stops located along the north side of this section of Pacific Highway. Multiple vehicle and pedestrian accidents have occurred along this section of Pacific Highway during the last 10 years, including a pedestrian fatality collision. This project will improve the safety and convenience for pedestrians, bicyclists and transit patrons.

The west end of the project will connect with the extensive existing sidewalk network along Pacific Highway and 54th Avenue E. As part of the SR 167 Extension Project, WSDOT will relocate the existing 70th Avenue E bridge over I-5 to the west, and connect with Pacific Highway E at the east end of this project. The new 70th Avenue E Bridge will include sidewalks and bicycle lanes, and will be an important non-motorized connection between the neighborhoods north and south of I-5. The SR 167 Extension will have a shared-use path along the roadway that will connect with the Interurban Trail.

The new storm water facilities will improve water quality and safety by preventing puddles from forming along the roadway.



TASK	2013	2014	2015
Budget and plan	██████		
Design and bid		██████████	
Construct			██████████

Project Description

This project will mitigate the wetland impacts of construction of improvements to the Port of Tacoma Road interchange with Interstate 5.

The proposed "Phase 0" is the construction of a wetland between the east and west sections of Brookville Park, and the acquisition of another site and construction of an additional wetland mitigation area. The Brookville Park plan is shown at right.

Project Justification

Once permits have been obtained for the new wetland construction, permits can be obtained for fill of the wetlands in the existing interchange infield. The new interchange cannot be built without these permits.

The Freight Mobility Strategic Investment Board recognized that the wetland mitigation is a critical stage of the overall project and have authorized a \$2 million grant for wetland mitigation construction.



Funding Source – Phase 0	Contribution (\$ Millions)
Street Construction Fund, City of Fife	0.2
FMSIB	<u>2.0</u>
Total – Phase 0	2.2
Funding Source – Phase I	Contribution (\$ Millions)
Street Construction Fund, City of Fife	1.0
FMSIB	1.0
Transportation Reauthorization Part (pend.)	6.3
Future Appropriation Requests	<u>3.9</u>
Total – Phase I	12.2
Funding Source – Phase II	Contribution (\$ Millions)
City of Fife	0.5
FMSIB	5.0
Transportation Reauthorization Part (pend.)	<u>3.3</u>
Total – Phase II	8.8
Funding Source – Phase II	Contribution (\$ Millions)
City of Fife	0.5
FMSIB	8.0
Unfunded	<u>19.0</u>
Total – Phase II	27.5

Partners

Project Description

This project will complete the update to Fife's Transportation System Plan, begun in 2012. Focus will be on the Council's goals of interconnectivity and pedestrian safety, with a special focus on the 54th Avenue E interchange with I-5. The project remains on schedule and on budget.

Project Justification

Fife's current Transportation System Plan does not include substantial improvements to 54th Avenue E., Regional growth, including that planned by the Port of Tacoma and the Puyallup Tribe through its casino operations and its Marine View Ventures development group, all of which have (or will) substantially increased traffic through the interchange.

The City of Fife began work on this project in 2012 and has developed a concept for reconfiguration of the 54th Avenue E interchange with I-5. City staff and consultants have presented this concept to the public, Washington State Department of Transportation, Federal Highways Administration and Port of Tacoma, and have received favorable initial responses. Staff is hopeful that a similar response will be obtained from the Puyallup Tribal Council in the Fall of 2012.

With favorable responses received on the interchange concept(s), the consultant is moving forward with extending the planning process through the rest of the City. The city-wide technical analysis for automobile, transit, freight and non-motorized modes of travel will be complete in 2012, but the creation of the draft plan, public outreach, refinement, formal hearings, and adoption will extend into 2013.

The project started in 2012 with a project budget of \$200,000.

Funding Source	Contribution
City of Fife – Street Construction	\$100,000
Total Funding	\$100,000



TASK	4 Q 2011	1 Q 2012	2 Q 2012	3Q 2012	4Q 2012	1Q 2013	2Q 2013	3Q 2013
Budget and plan	████████							
Select consultant		████████						
Complete analysis			████████████████████					
Complete draft plan, public outreach, refinement, and adoption						████████████████████	████████████████████	████████████████████

Project Description

This project will analyze improvement options for the 54th Avenue E interchange with I-5, including the Proposed City Center Interchange. The analysis will include traffic forecasts, traffic operations for I-5 and adjacent local streets, safety, environmental issues, cost estimating and preliminary design. WSDOT requires an interchange justification report (IJR) before access changes can be made to I-5. The preliminary IJR will be the minimum level of analysis required by WSDOT to determine a recommended configuration for the interchange. The recommended configuration would be further analyzed in a full IJR.

Project Justification

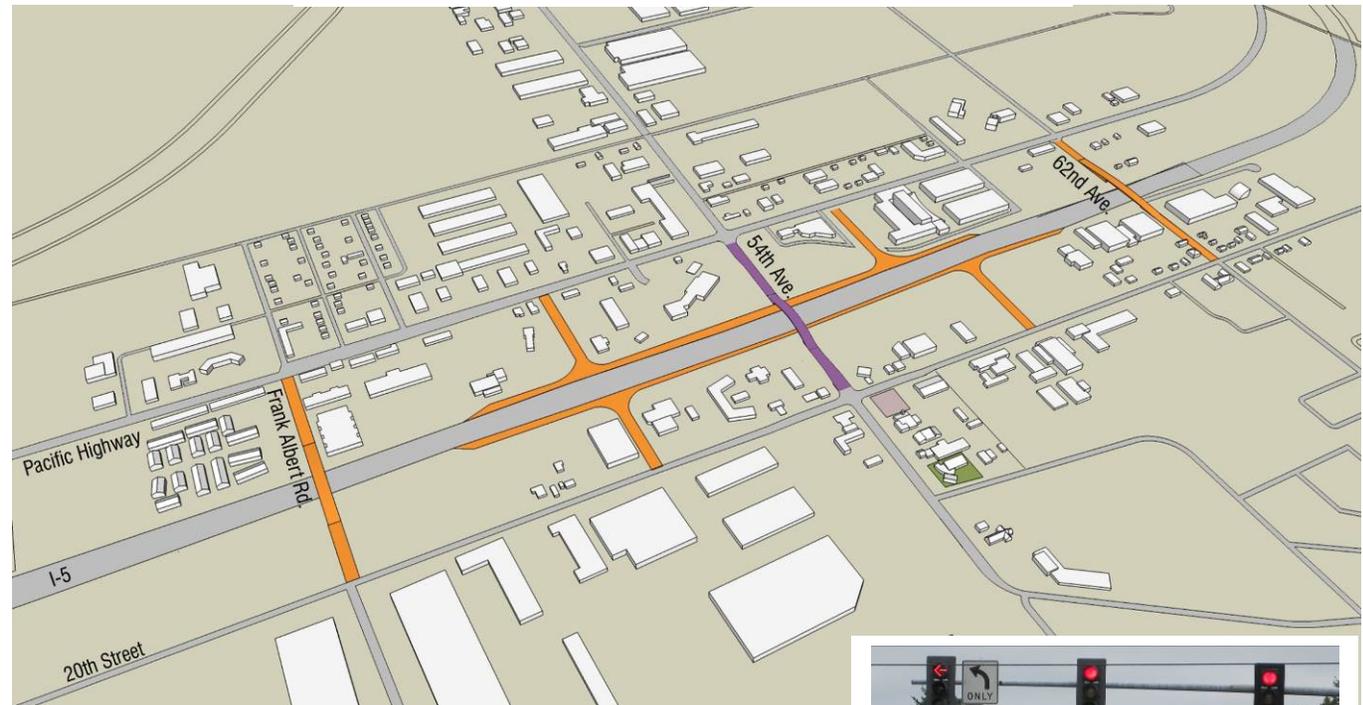
The 54th Avenue E interchange with I-5 experiences congestion for much of the day and based on traffic forecasts; it is predicted to become more congested in the future. The interchange's existing configuration has four closely spaced intersections along 54th Avenue E at Pacific Highway, I-5 southbound ramps, I-5 northbound ramps and 20th Street E. These closely spaced intersections cause 54th Avenue E to be congested, making it difficult to access businesses, and dividing the City into areas north and south of I-5.

The City of Fife is in the process of updating their Transportation System Plan and performing a City Center Visioning Study. As part of these projects, the City has completed a design study for a Proposed City Center Interchange that will improve the 54th Avenue E interchange operations and meet the goals of improving connectivity and stimulating new pedestrian-friendly, mixed-use development. The City Center interchange will remove the I-5 ramps from 54th Avenue E, allowing it to become a four-lane roadway with sidewalks, and function as a local street, reconnecting both sides of I-5 for vehicles and pedestrians.

Once a recommended configuration is determined, the City will begin NEPA concurrent with pursuing funding assistance for the full IJR (and selection of a preferred alternative) and construction of the interchange improvements.

TASK	4Q 2012	1 Q 2013	2 Q 2013	3 Q 2013	4Q 2013
Budget and plan					
Complete Preliminary IJR					

Proposed City Center Interchange



Funding Source	Contribution
City of Fife – Street Construction	\$314,000
Total Funding	\$314,000



Project Description

This project is an investment in the preservation of Fife’s street system, through milling and repaving the existing surface of the four outside lanes of 54th from SR 99 to the North City limits, with dig outs anticipated over 10% of the project area. Up to 8 ADA (Americans with Disabilities Act) ramps will also require reconstruction. Three intersections will require replacement of traffic signal loops, and pedestrian signal upgrades will also be required to meet ADA requirements. Utility adjustments will be required in those areas milled. This will be contracted rather than in-house work.

Project Justification

This street is a primary arterial in downtown Fife, and receives heavy truck traffic from Interstate 5 with access to State Route 509 and the Port of Tacoma. When SR-167 is extended through Fife to the Port (currently in planning) this route will also serve as a primary connector between I-5 and SR-167. Much of it is also in the downtown redevelopment area planned for the City of Fife.

The project area is beginning to demonstrate significant distress of the pavement along the route, with an overall PCI of 72. Further degradation of the pavement will move the section toward reconstruction. Rehabilitation at this time will preserve the street and its surrounds with minimal impact to neighboring properties and users.

The ADA ramp replacements are eligible for the Public Safety Fund and are a requirement under the Federal Grant conditions.



TASK	4 Q 2012	1 Q 2013	2 Q 2013	3 Q 2013	4 Q 2013
Consultant Selection and Design		██████			
Bidding and Award			██████		
Pavement Repairs and Closeout				██████████████	██████

Funding Source	Contribution
Federal STP(U)	\$750,000
Public Safety Fund	\$350,000
Total Funding	\$1,100,000

Section IV: Capital Improvement Projects Utilities

2013/2014 Utilities Capital Project Funds Expenditures

These projects are funded by revenue from Fife's Water, Sewer and Drainage utilities; including customer usage charges, General Facility Charges, Local Improvement District charges and grants. Customer usage charges include monthly base fees and fees based on measured water usage; commercial sewer bills are based on the water used in systems connected to sewers. General Facilities Charges (GFCs) are one-time capital charges to new customers or to customers generating new demands as a result of substantial growth in usage. Local Improvement District (LID) charges are one-time capital charges to landowners, assessed in advance of actual use and used to fund the provision of utility services to the lands so assessed. Grants form a very small fraction of the funds for utilities projects, as state and federal agencies recognize Fife's ability to pay for needed improvements. The state has, however, assisted Fife in funding major improvements to its water supply from future rate revenue by offering over \$1 million in loan funding at one percent interest.

Sewer Utility Fund – 402

- 70th Avenue East Phase 2, 2900 Block to 1-5 \$500,000

Storm Drainage Utility Fund – 404

- 70th Avenue East Phase 2, 2900 Block to 1-5 \$500,000

Utility Construction Fund – 410

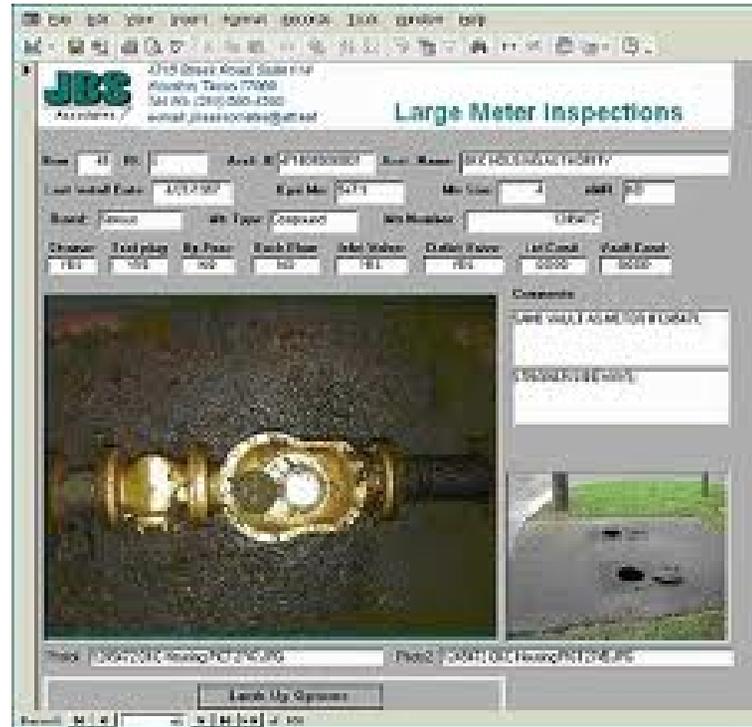
- 70th Avenue East Phase 2, 2900 Block to 1-5 \$300,000

Project Description

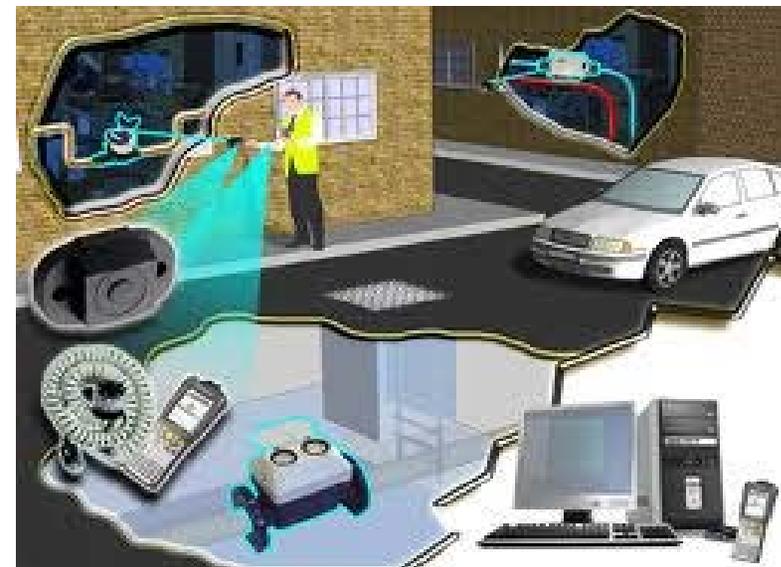
This program is for the Purchase and/or development of a water meter usage/consumption database software program/system.

Project Justification

Currently consumption information is a large and difficult to analyze conglomeration of data. This information is not categorized, or corrected for meter rollover and errors in a detailed daily or hourly form. Analysis is difficult at best, and requires a great deal of manual correction and subjective interpretation with the current software available to us. Purchasing or development of a water meter usage database will enable the city and/or our consultants to readily analyze consumption use for a variety of planning and operational purposes. Essentially the software would allow us the ability to easily establish who is using our water, how much of it, when, and where it is being consumed.



Funding Source	Contribution
Water Utility Fund	\$50,000
Total Funding	\$50,000



TASK	1 Q 2013	2 Q 2013
Research and quote	■	
Issue purchase order	■	
Receive unit/ put into service		■

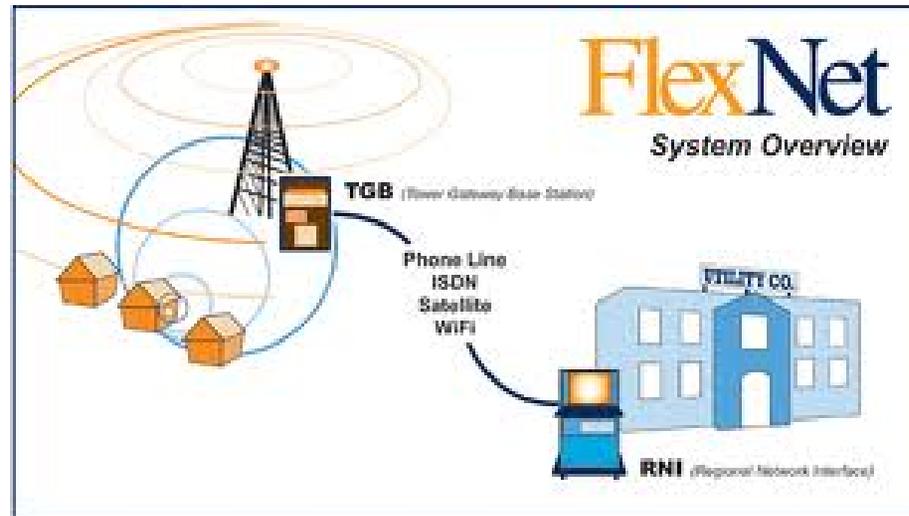
Project Description

This program is for the Purchase of a new replacement computer server for our FlexNet Water Meter Reading System.

Funding Source	Contribution
Utility Construction Fund	\$50,000
Total Funding	\$50,000

Project Justification

As the current server reaches the end of its projected useful life, system failure becomes more likely potentially interrupting our meter reading. Replacement equipment may not be readily available in case of unanticipated equipment failure. Purchasing a new replacement server will enable us to continue to operate our fixed base meter reading system and take advantages of new technologic upgrades which have taken place since our original installation of the system.



TASK	1 Q 2014	2 Q 2014
Research and quote	■	
Issue purchase order	■	
Receive unit/ put into service		■

Project Description

This program is to acquire additional water source of supply; either pursue additional long-term supply source from the development of a new groundwater source, or purchased from Tacoma.

Project Justification

Due to the protracted time frame to drill, develop, and obtain water rights to bring a new well source on-line, the City should begin actively pursuing additional sources of supply immediately. If, the City opts to pursue additional supply from the City of Tacoma, now would be an optimal time for us to attempt to negotiate that given their current excess supply and strained financial situation both due to the economic conditions currently being experienced, but also due to the significant capital expenditures they have undertaken in the form of a nearly \$ 200 million water filtration plant and being forced to cover all of their water storage facilities. This project provides an adequate quantity and quality of water to at least partially meet current and projected water system long-term needs at a foreseeable cost.

Funding Source	Contribution
Utility Construction Fund	\$1.5-6.0 Million
Total Funding	\$1.5-6.0 Million



TASK	1 Q 2013	2 Q 2013
Research and quote	■	
Issue purchase order	■	
Receive unit/ put into service		■

Project Description

Replace existing substandard and failing galvanized and polybutylene (blue tube) water service lines at various locations throughout the water system as part of a potentially on-going replacement program.

Project Justification

Replacing existing substandard and failing service lines would reduce water loss due to leaking pipes. Scheduled replacement of these water service lines would also reduce operations costs associated with unscheduled emergency repairs, higher operational costs and more frequent unscheduled customer service interruptions related to emergency repairs. Higher water loss rates will continue to be experienced as poor quality materials continue deterioration over time. The program would have a goal of replacing 10 -20 services each year.



Funding Source	Contribution
Utility Construction Fund	\$50,000
Total Funding	\$50,000



TASK	1 Q 2013	2 Q 2013
Research and quote	■	
Issue purchase order	■	
Receive unit/ put into service		■

Project Description

This project is to replace existing 8" asbestos-cement (AC) and 12" cast iron (CI) water mains and adjacent services with new 12" ductile iron (DI) water main on 52nd Ave and through Valley Plaza site from Pacific Hwy E south to Interstate 5. Also, installing a new 14" ductile iron water main under interstate 5 through the existing casing.

Project Justification

Replaces undersized existing 40+ year old AC and CI water mains with larger and stronger DI water main. This will remove a section of 8" AC pipe from under the existing building structure in the Valley Plaza Shopping Center. The project will replace the existing unlined cast iron mains which have a history of causing rusty water complaints. The project will also improve water system fire flow capability and reliability to the south side of the City by modernizing and increasing pipeline capacity.

Funding Source	Contribution
Utility Construction Fund	\$475,000
Total Funding	\$475,000



TASK	1 Q 2013	2 Q 2013
Plan and review		■
Bid		■
Award and construct		■

Project Description

- This project provides new coatings for the concrete surfaces (walls and roof) as well as the metal piping in three of the City’s pump station wetwells.
- To perform this work a temporary sewage bypass system will isolate the wetwell by intercepting sewage upstream of the wetwell and pumping it to a downstream location. This will allow the re-coating work to occur in a dry, controlled environment.
- The new concrete coating will be an epoxy-based system with a significant thickness and durability to provide 25-35 years of service. The new pipe coating will also be a multiple coat epoxy-based system.
- Bid documents, consisting of plans and specifications, will be prepared for the rehabilitation of the three pump station wetwells.

TASK	2Q 2012	3Q 2012	4Q 2012
Perform Inspections and Compile Report	\$21,490		

Funding Source	Contribution
City of Fife – Utility Construction	
PS-1	\$95,000
PS-6	\$265,000
PS-13	\$140,000
Total Funding	\$500,000

Project Justification

The concrete coating in three City pump station wetwells are failing, exposing the concrete surfaces to the corrosive atmosphere of the wetwell, causing a significant loss of concrete in some areas which could lead to weakening of the concrete structure if not repaired and re-coated. The existing concrete coating has a low adhesion strength and has peeled away from the concrete in numerous locations (Figure 1). The peeled coating poses a risk to the operation of these pump stations should the coating come off and plug the pumps (Figure 2).

The City hired Tetra Tech in March, 2012 to inspect the wetwells at all of the City’s sewage pump stations for corrosion damage, and make recommendations to replace the failed coatings in the worst pump stations. Tetra Tech, with the assistance of the City’s sewer maintenance workers, inspected twelve pump stations in late March, 2012. A technical memorandum (May, 2010) summarized the results of the inspections, confirming the information gathered from discussions with the maintenance workers that the existing coatings in some of the wetwells was bubbling, peeling, and cracking, and the exposed concrete was showing significant damage in some cases (Figure 3). The wetwells having the greatest need for rehabilitation were PS-1, PS-6, and PS-13. Most of the City’s older pump stations have un-coated wetwells, however the atmospheres within these wetwells are not as corrosive due to the more aerated sewage entering these stations.

An epoxy mortar system (a mixture of epoxy and cement mortar) has been preliminarily selected for the rehabilitation work. The ductile iron pipe within the wetwells, which is also badly corroded (Figure 4), will be high-pressure blasted to remove scale, then given multiple coats of high-build epoxy.



Figure 1. The existing elastomeric coating in the Pump Station No. 1 wetwells has failed in many locations, including peeling away from the concrete walls.



Figure 2. The peeling elastomeric coating poses a danger to pump operation, including being drawn into the pump suction inlets, as occurred at PS-6 in the summer of 2011.



Figure 3. The failed coating in the wetwells exposes the concrete surfaces to the acidic gasses in the wetwell, causing deterioration of the concrete, and potential loss of structural integrity.



Figure 4. The ductile iron pipe in the wetwells is badly corroded, and will have a limited service life if not protected.

Project Description

This project is for the purchase of 4 total little john sewer lift station digester units, 2 each to be installed in sewer Lift Stations #5 and #6.

Funding Source	Contribution
Utility Construction Fund	\$50,000
Total Funding	\$50,000

Project Justification

The Little John Digester is a state-of-the-art system that injects air through a specially designed manifold system constructed of heavy duty non-corrosive material. Atop of this specialized manifold are housed stationary ridges or blades. As the air travels up and through the digester cylinder, a void is created. By means of this vacuum effect, solids are pulled in through the bottom of the digester and across the stationary blades or ridges at the top of the unit. At velocities that may reach 65 feet per second, waste stream solids are fragmented when they come in contact with the blades or ridges - this results in a high degree of breakdown of the solids, which limits the potential of blockages both in-pump and in downstream piping. This greatly facilitates the digestion process. Oxygen is also injected in this cylinder which further facilitates the digestion process of raw sewage before it enters the wastewater plant, and lessens odors.



TASK	1 Q 2013	2 Q 2013	3 Q 2013
Research and quote		■	
Issue purchase order		■	
Receive unit/ put into service		■	■



Project Description

Extend existing shallow gravity sewer from existing manhole on 15th Street E 450 feet east to the Fife Ditch. When completed the system will provide immediate service to a failed residential septic system and provide future service to a total of seven parcels; one parcel is currently used as a second access for Joe Hall Construction.

Project Justification

Staff was notified of a failing septic system located at 5704 15th Street E; FMC requires connection to gravity sewer which is a financial burden to single resident. A failed septic system has also created the vacancy of the Grange across the street.

Staff reviewed as built drawings of the existing gravity system in 15th Street E that extends east 700 feet from 54th Ave E. The existing system terminates at a sewer manhole about 5 feet in depth after serving the Royal Coachman Enterprises, Inc. on 15th Street E. Joe Hall Construction is served with water and sewer from 13th Street E.

Staff visited the site with a local contractor, prepared a design and cost estimate to extend the existing gravity line east to the Fife Ditch (about 400 feet).

On 15th Street E (east of the Fife Ditch) and 59th Ave E the City recently accepted sewers built by the Puyallup Tribe and will compensate them for this expense in accordance with our agreement. Construction of this project will equitably serve the remainder of the neighborhood not benefiting from the Tribal agreement.

Funding Source	Contribution
City of Fife – Utility Construction	\$286,000
Total Funding	\$286,000



TASK	1Q 2011	2Q 2012	3Q 2012	4Q 2012
Design			██████	
Construction			██████	██████

Section IV: Capital Improvement Projects
Public Works Fleet

**2013/2014 Public Works Fleet
 Capital Project Funds Expenditures**

The Fleet Fund receives revenue from other City funds for rental of vehicles used by those divisions and expends funds for the maintenance repair and replacement of such vehicles. The fleet is differentiated from small tools based on value; any vehicle with a replacement cost over \$5,000 is deemed “fleet” even if not licensed for use on public streets. The Fleet Fund purchases new or used vehicles based on the nature and life of the vehicles and the breath of the market. In general , the Fund buys new specialized vehicles where there is limited, selection in the used market, and will either reassign used police vehicles or buy used sedans or pickup trucks for which a broad market allows selection of well-preserved vehicles suitable for the City’s use.

Planned expenditures for the biennium are as follows:

	<u>2013</u>	<u>2014</u>
Fleet Surplus Camel Truck and Purchase new Vactor Truck	315,000	
Fleet PD 2013 Replacement Vehicles	176,000	
Fleet PRCS 14 Passenger Wheelchair Equipped Mini Bus	60,000	
Fleet PW Fleet 2013 3/4 ton Mechanics Service Truck	40,000	
Fleet PD 2014 In Car Video Systems	53,000	39,000
Fleet PRCS Single Person Hydraulic Lift	26,500	
Fleet Surplus Vehicle 8 Purchase New Plow and Sander	20,000	
Fleet Anti Icing Applicator Program	20,000	
Fleet PRCS Turf Aerator & Attachments	18,000	
PW 2013 ROW zero turn mower	6,000	
Fleet PD 2014 Replacement Vehicles		88,000
Fleet PW Fleet 2014 1 ton Streets Truck		40,000
Fleet PRCS 2014 Used 3/4 ton 4x4 Pickup Truck		15,000

Project Description

This is the past-scheduled retirement of a 1997 Camel vactor truck. This vehicle has reached the end of its useful life, but the service it performs is still needed. The intent is to purchase a new vactor truck and surplus existing.

Project Justification

The vactor truck provides crews the ability to (1) respond to emergency spills, (2) clean and maintain 13 sewer pump stations, and (3) maintain the City's stormwater drainage system. The City's stormwater system is a complex infrastructure network involving 20 to 25 miles of pipes, ditches and culverts, over 2000 catch basins, one pump station and outfall, 4-5 miles of open streams and numerous wetlands and riparian areas.

Though still functioning, additional major maintenance will be necessary if the truck were to remain in service; such maintenance would not be cost-effective for a vehicle which is to be relied on in emergency situations. The tanks have a 500 gallon holding capacity; municipalities with a similar workload have a larger capacity to limit trips to the dump pad.

Staff have applied for and been unsuccessful in obtaining grants for this vehicle in previous years from the Washington State Department of Ecology.

Funding Source	Contribution
City of Fife – Fleet fund	\$315,000
Total Funding	\$315,000



TASK	4 Q 2012	1 Q 2013	2 Q 2013
Budget and plan	██████████		
Purchase replacement		██████████	
Surplus			██████████

Project Description

This project is for the purchase of 4 new patrol vehicles to replace current high mileage/service limit police vehicles.

Project Justification

The City of Fife Police Department has three vehicles that are currently near, or will be near 100,000 miles by the end of 2012 or in early 2013. We also have a vehicle that cannot be re-issued and needs replacement.

There are three vehicles currently in our fleet that are running a high mileage mark and should be replaced in 2013:

- Vehicle 202 2001 CVPI – currently at 85,000 miles
- Vehicle 205 2002 CVPI – currently at 97,000 miles
- Vehicle 217 2000 CV – Corrections car, currently at 96,000 miles (will be backfilled with vehicle 245, need to replace 245 for patrol availability)

There is also vehicle 231, a 2006 CVPI, which needs replacement as it is not able to be re-issued. This is a former K9 vehicle. When it was taken out of service as a K9 vehicle and transferred to a pool vehicle it was sent out to be professionally cleaned to remove the overwhelming stench from having been a K9 vehicle. It has also been cleaned in-house to try and remove the odor, this has not worked. This vehicle, due to the smell that cannot be removed from the inside of it cannot be re-issued.

The purpose of replacing these vehicles is to keep quality patrol vehicles on the road in our city, to better serve the citizens and keep our officers safe. Replacing vehicles with high mileage with new vehicles also reduces the maintenance costs and time lost for more frequent repairs of older vehicles.

The alternative to not replacing the above vehicles is to keep adding mileage onto older vehicles, subsequently spending more time and money on repairs as vehicles age.

The replacement cost per vehicle is approximately \$34,000.

The equipment cost per vehicle is approximately \$10,000.

TASK	1 Q 2013	2 Q 2013
Order vehicles State Bid	■	
Issue purchase order	■	
Receive unit/Upfit		■

Funding Source	Contribution
Fleet Fund	\$176,000
Total Funding	\$176,000



Project Description

This project is for the purchase of a new 14 Passenger wheelchair equipped mini bus.

Project Justification

This request is to purchase a vehicle to replace the 1992 "Milton" Van, vehicle # 471. The "Milton" Van was purchased used approximately 7 years ago from the City of Milton for \$6K. It is currently used to transport patrons of PRCS programs, particularly children. It is also used to transport staff and the Community Service Work Crew to their work sites. This vehicle is 20 years old and currently has 49,000 miles on it. The request to replace this vehicle comes as a result of two important factors. The first stems from several reports from agencies such as the NTSB regarding the rollover safety concerns of 12 and 16 passenger vehicles. WCIA has also indicated they would strongly prefer that we no longer transport patrons in this type of vehicle. PRCS programs rely heavily on this vehicle to transport children during our Summer Day Camp Program. The second issue is that the City does not currently have any vehicle that is capable of transporting wheelchair patrons. Having a vehicle equipped with a WC lift allow us to safely transport patrons in our senior programs.



Funding Source	Contribution
Fleet Fund	\$60,000
Total Funding	\$60,000



TASK	1 Q 2013	2 Q 2013
Research and quote	■	
Issue purchase order		■
Receive unit/ put into service		■

Project Description

This project is for the purchase of a new 2014 1-ton extended cab truck with a flatbed/stool boxes for use by the Streets Division of Public Works.

Project Justification

The City of Fife Streets Division currently utilizes truck #64, a 1997 Ford F-350 (1-ton) flatbed truck with 110,000 miles. This truck was purchased new by the City, and is used but useful condition.

Public Works intends to surplus vehicle #216, a 1992 Ford F150 with 153,00 miles, surplus by WA State DFW and then Fife PD, which is currently utilized by the Public Works Streets Division as a secondary vehicle to transport additional crews and equipment. Because this truck is only a ½-ton, it is undersized to tow most of their equipment and trailers. It is also starting to experience engine and drivetrain issues. The existing streets truck #64 would then be freshened up and become the Streets Divisions secondary vehicle.

Funding Source	Contribution
Fleet Fund	\$40,000
Total Funding	\$40,000



TASK	1 Q 2014	2 Q 2014
Advertise and receive Bids	■	
Issue purchase order	■	
Receive unit		■

Project Description

The recent LEMAP evaluation recommends a capital request to ensure that all vehicles assigned to the patrol division have in-car video units installed and used. Currently, we had six camera units fail that need to be replaced. We currently have five vehicles that have in-car video systems. We need to replace the failed units and add cameras to the vehicles that do not have them. As new vehicles are purchased, additional cameras should be purchased and installed at the original time the vehicle is put in service.

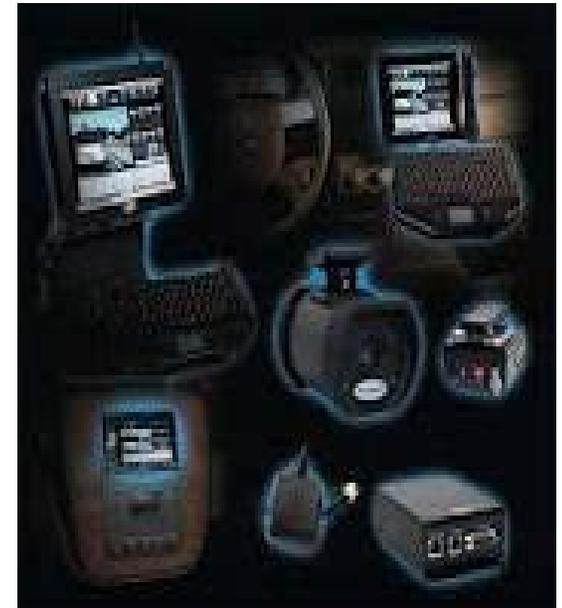
Project Justification

In-car video systems have proved that they add an extra layer of protection for both the public and police officers, documenting what happens in the field. Video systems are commonplace in law enforcement and citizens have an expectation of recordings of incidents being available. In-car video systems are an effective risk management tool that protects both city and the law enforcement officer from unwarranted accusations, claims of abuse, while increasing criminal convictions.

With existing vehicles, we need an additional 22 units to follow LEMAP's recommendation. This can be accomplished through a two year purchase process with half being purchased in 2013 and the remaining units in 2014. Based off the WSP contract, the anticipated cost per unit with tax is approximately \$6,400.00

A second alternative is to obtain all needed units via a three year leasing program, at a cost of \$48,333.33 per year for each of the three years (2013, 2014, and 2015).

Funding Source	Contribution
Fleet Fund	\$53,000
Total Funding	\$53,000



TASK	1 Q 2013	2 Q 2013
Review systems options	██████████	
Issue purchase order		██████
Receive units/install		██████████

Project Description

The recent LEMAP evaluation recommends a capital request to ensure that all vehicles assigned to the patrol division have in-car video units installed and used. Currently, we had six camera units fail that need to be replaced. We currently have five vehicles that have in-car video systems. We need to replace the failed units and add cameras to the vehicles that do not have them. As new vehicles are purchased, additional cameras should be purchased and installed at the original time the vehicle is put in service

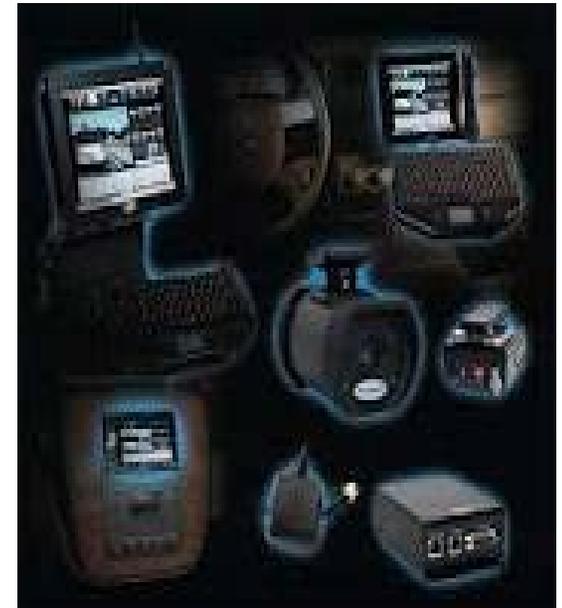
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With existing vehicles, we need an additional 22 units to follow LEMAP's recommendation. This can be accomplished through a two year purchase process with half being purchased in 2013 and the remaining units in 2014. Based off the WSP contract, the anticipated cost per unit with tax is approximately \$6,400.00

A second alternative is to obtain all needed units via a three year leasing program, at a cost of \$48,333.33 per year for each of the three years (2013, 2014, and 2015).

Funding Source	Contribution
Fleet Fund	\$39,000
Total Funding	\$39,000



TASK	1 Q 2014	2 Q 2014
Review systems options	██████████	
Issue purchase order		██████
Receive units/install		██████████

Project Description

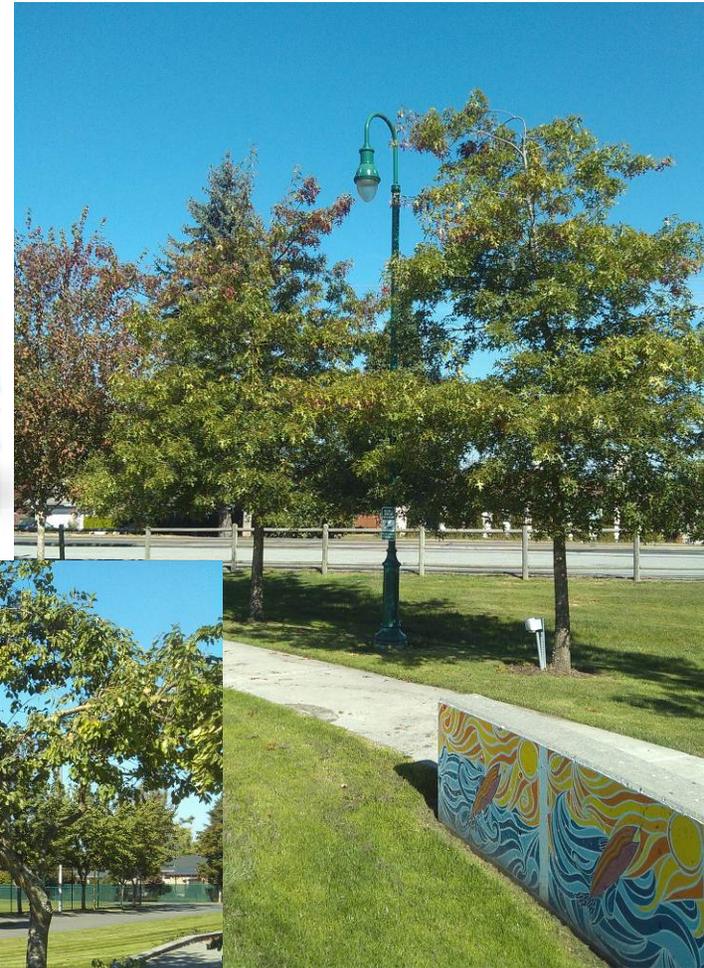
This project is for the purchase of a new single person Patriot brand hydraulic man lift to attach to the PRCS Toro Workman.

Project Justification

This piece of equipment would be mounted on the Toro Workman Utility Vehicle that was purchased last year. It is one of many supplemental attachments fitted for this UV. This lift mounted on the Workman will provide staff with a piece of equipment that can access many work requiring a lift, but that are not accessible by a larger vehicle (PW Bucket Truck). An example would be changing the security lighting at Dacca Park or trimming trees along trails and sidewalks. The City now has several hundred trees located in parks and along trails that are in need of structural pruning to prevent damage and reduce maintenance in the years ahead.



Funding Source	Contribution
Fleet Fund	\$26,500
Total Funding	\$26,500



TASK	1 Q 2013	2 Q 2013
Research and quote	■	
Issue purchase order	■	
Receive unit/ place into service		■

Project Description

This is the past-scheduled retirement of a 1968 GMC dump truck with a 3-t0n dump bed, sander, and snow plow. This vehicle has reached the end of its useful life, but the service it performs is still needed. The intent is to purchase a new snow plow and drop in sander to retrofit into one of our existing Ford F-450's.

Project Justification

This vehicle, originally surplused by the County, has been used for years for street maintenance carrying gravel, hot and cold mix, sand and de-icer, and in addition to plow streets throughout Fife. The truck was originally scheduled to be replaced in 1998, when it was 30 years old, but has been kept on the road for use as a secondary plow, and full time emergency sander for fuel/roadway spills and such. Though still functioning, additional major maintenance (full tune-up, body repair, welding panels, brake, electrical and paint work) would be necessary if the truck were to remain in service; such maintenance would not be cost-effective for a vehicle which is to be relied on in emergency situations.

Rather than purchasing an entirely new vehicle, we would purchase and retrofit a smaller 9' snow plow and self-contained drop- in box sander for one of our existing Fleet Ford F450's. This gives us a slightly smaller vehicle with which to plow/sand, but is still a capable unit back-up for inclement weather.



Funding Source	Contribution
City of Fife – Fleet fund	\$20,000
Total Funding	\$20,000

TASK	4 Q 2012	1 Q 2013	2 Q 2013
Budget and plan	████████		
Purchase replacement		████████	
Surplus this truck			████████

Project Description

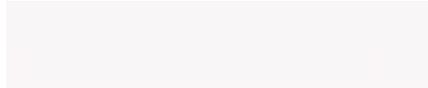
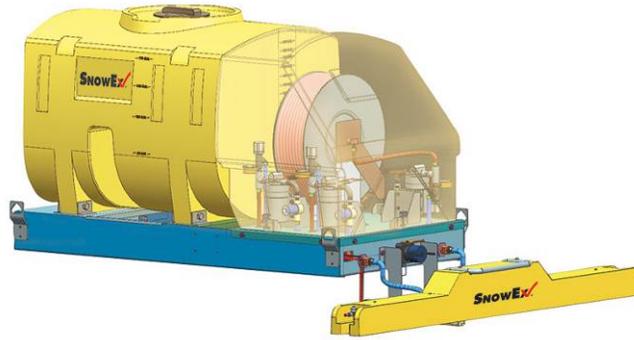
This project is for the purchase of a 300 gallon bed – mount anti-icing applicator/sprayer system, along with a 6,500 gallon vertical storage tank, a 2,000 gallon horizontal transport tank, and a 2” transfer pump and related plumbing.

Project Justification

The City of Fife currently addresses snow and ice events through a combination of plowing and bagged pellet de-icer and sand application, which when combined with traffic and geographical influences, generally achieves good results. The equipment necessary for such events is already owned by the City, but a request to update existing equipment is also included in this year’s budget request.

If the City were to add in ant-icing as a program, the anti-icing brine could be purchased through an interlocal agreement from the City of Federal-Way in 5,000 gallon batches each September, the cost of which would be additional and on-going (\$2,000-\$4,300 per batch, which treats approximately 165 lane miles), not included in this request. All other equipment would need to be purchased, including the application system, storage tanks and transport tanks and pumping. This equipment would be mounted into/onto existing Fleet vehicles.

Funding Source	Contribution
Fleet Fund	\$20,000+
Total Funding	\$20,000+



TASK	1 Q 2013	2 Q 2013
Advertise and receive Bids	■	
Issue purchase order		■
Receive unit		■

Project Description

This project is for the purchase of a new turf aerator and associated attachments.

Project Justification

This piece of equipment will complete our needs with regard to conducting a thorough, comprehensive turf maintenance program. The base unit is a solid tine aerator and fractures compacted soil to improve turf health and root growth. The core aerator attachment removes plugs to also relieve compaction and prepare the turf for topdressing with sand and seed to improve turf thickness and air, water, and nutrient penetration. The slicer attachment cuts slits in the soil to loosen and remove thatch. Lastly, the seeder box can be used in conjunction with any of the other attachments to implant seed immediately following turf aeration or slicing.

Funding Source	Contribution
Fleet Fund	\$18,000
Total Funding	\$18,000



TASK	1 Q 2013	2 Q 2013
Research and quote	■	
Issue purchase order		■
Receive unit/ put into service		■ ■

Project Description

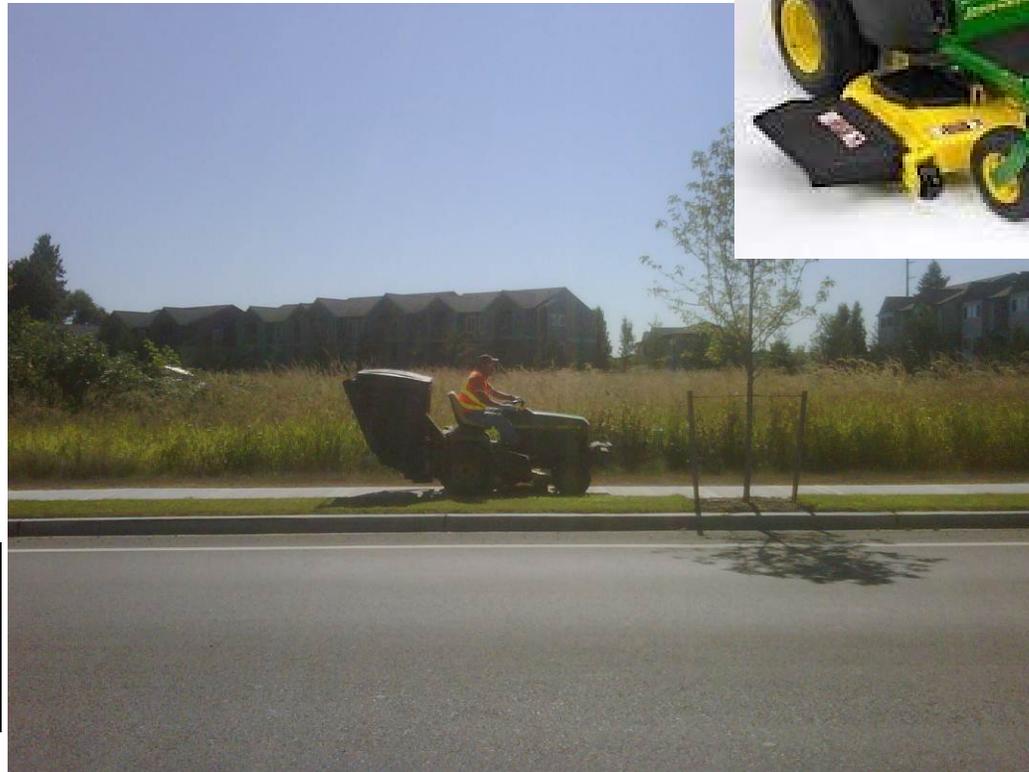
This project is for the purchase of a 'Zero Turn' ROW mower for use by the PW ROW maintenance crews.

Project Justification

The City of Fife currently mows approximately 6 acres of ROW lawn, with an increasing amount just off the shoulder of the roadways, between the curb and sidewalk, interspersed with trees. Current methods are to mow with a walk behind standard lawnmower, which requires many passes. Our 60" deck large riding mower is great for open space mowing, but too large to maneuver between trees, light posts, and curb edges which are now part of our streets standard design. A zero turn mower (similar to what you see with most commercial landscape companies) would allow us better results and time savings vs. current methods.



Funding Source	Contribution
Fleet Fund	\$6,000
Total Funding	\$6,000



TASK	1 Q 2013	2 Q 2013
Research and quote	■	
Issue purchase order	■	
Receive unit/ put into service		■

Project Description

This project is for the purchase of 2 new patrol vehicles to replace current high mileage/service limit police vehicles.

Project Justification

The City of Fife Police Department has two vehicles which are anticipated to be near 100,000 miles by the end of 2013 or in early 2014.

There are two vehicles currently in our fleet that are running a high mileage mark and should be replaced in 2014:

- Vehicle 236 2007 CVPI – currently at 75,000 miles
- Vehicle 235 2007 CVPI – currently at 68,000 miles

The purpose of replacing these vehicles is to keep quality patrol vehicles on the road in our city, to better serve the citizens and keep our officers safe. Replacing vehicles with high mileage with new vehicles also reduces the maintenance costs and time lost for more frequent repairs of older vehicles.

The alternative to not replacing the above vehicles is to keep adding mileage onto older vehicles, subsequently spending more time and money on repairs as vehicles age.

The replacement cost per vehicle is approximately \$34,000.

The equipment cost per vehicle is approximately \$10,000.



Funding Source	Contribution
Fleet Fund	\$88,000
Total Funding	\$88,000



TASK	1 Q 2014	2 Q 2014
Order vehicles State Bid	■	
Issue purchase order	■	
Receive unit/Upfit		■

Project Description

This project is for the purchase of a new 2013 ¾-ton four-wheel drive pick-up with a service body for use by the Fleet mechanics.

Project Justification

The City of Fife Fleet mechanics currently utilize truck #68, a 1999 Ford F-250 (¾-ton) 4x4 pick-up with 173,000 miles. This vehicle was purchased used from the Hertz equipment rental fleet. One issue with this truck is the inability to stow, transport, and secure equipment, parts and tools in the pickup bed. Utilizing a service body would remedy those issues.

Public Works intends to surplus vehicle #90, a 1994 Pontiac Grand Prix with 172,000 miles, surplus by PD and currently utilized by the Public Works ROW construction inspection and utility locator, and replace it with the current fleet mechanics truck #68. Though truck #68 has high mileage, the engine was replaced at approximately 130K miles, and still has a relative value in the fleet.



Funding Source	Contribution
Fleet Fund	\$40,000
Total Funding	\$40,000



TASK	1 Q 2013	2 Q 2013
Advertise and receive bids	■	
Issue purchase order	■	
Receive unit		■

Project Description

This project is for the purchase of a used ¾-ton four-wheel drive pick-up for use by the PRCS department.

Project Justification

The City of Fife PRCS department currently utilizes truck #474, a 200 Dodge Ram 2500 (3/4-ton) pick-up with 101,500 miles. This vehicle was purchased used Surplus from GSA out of the WA State rental fleet. This truck is a two-wheel drive, and as such, PRCS experience difficulty when driving on slippery surfaces or when towing, and provide a back-up tow vehicle when other trucks are out-of-service. Truck #474 would be surplused and replaced with a used vehicle, the make and model would depend on the used market conditions and availability.



Funding Source	Contribution
Fleet Fund	\$15,000
Total Funding	\$15,000



TASK	1 Q 2014	2 Q 2014
Research market	■	
Issue purchase order		■
Receive unit/upfit/in service		■

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
Facilities												
		Brookville Gardens Community Park (50%)	H	1,750							1,750	Beg Fund Bal / Sale of Real Estate
		High School Stadium Turf	P	180	20						200	Lodging Taxes
		Facilities CH HVAC Duct Sealing and Service	N	21							21	REET
		Facilities Community Center Improvements	P	35							35	REET
		Facilities Swim Center Water Pool Liner Replacement	P	35							35	REET
		Facilities PRCS Maintenance Facility Site	M	25							25	REET
		Facilities Subtotal		2,046	20	0	0	0	0	0	2,066	
Parks, Recreation, and Community Services (PRCS)												
	H	Brookville Gardens Community Park (50%)		1,750							1,750	Beg Fund Bal / Sale of Real Estate
		Parks Levee Park Access/Parking Lot		160							160	Park Impact Fees

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	H	Brookville Gardens; Community Park master Plan, assessment and development				825	250				1,075	Park impact fees and General Fund
		Dacca Park; Community Park - Picnic tables, park trees, benches				10					10	Grants, Donations, & General Fund
	H	History Museum Complex - Complete Construction					95				95	REET
	H	NE Fife (54th & Pacific); Neighborhood Park Acquisition; 2-5 acres					900				900	Park Impact Fees and General Fund
	H	Five Acre Park; Neighborhood Park Pathway and trail connections				TBD					0	Park Impact Fees
	ML	Colburn Park; Neighborhood Park ADA parking and access improvements, renovate play equipment, picnic shelter, outdoor waterplay/spray-ground					65	185			250	Grants, Donations, & General Fund
	L	South Fife (W of Radiance); Neighborhood Park Acquisition; 2-5 acres					1,250				1,250	Park Impact Fees and General Fund
		Southeast Fife (S of 48th St E); Neighborhood Park Acquisition; 2-5 acres						1,750			1,750	Park Impact Fees and General Fund

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
		Wedge Park / Wapato Nature Area; neighborhood park Restroom building; Entry gateway and signage; Ongoing site restoration								120	120	General Fund
		Centennial Park; Neighborhood park ADA Parking and access improvements								15	15	General Fund
	L	FSD Administration Building Plah Area; Neighborhood Park - Playground installation				50					50	Park Impact Fees and General Fund
	L	Hunt club / Cappa; Neighborhood Park Master plan and assessment							40		40	General Fund
	H	Gathering Place; Natural Area/Open Space Site design and development				TBD					0	TBD
	HM	Hylebos; Natural Area/Open Space - Parking area and ADA access, park entry and signage, interpretive signage, ongoing site restoration				20		75	10		105	General Fund
	L	Triangle properoty Greenspace; Natural Area/Open Space - Rustic Path, benches and sign				25					25	Park Impact Fees and General Fund
	L	Radiance Oxbow Greenspace; Natural Area/Open Space - concept planning, rustic path, benches and sign								25	25	Park Impact Fees
	L	Wapato Creek Restoration Project; Natural Area;Open Space - Master plan and habitat restoration				100					100	General Fund

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	L	Fountain memorial Park; Special Facility - Gateway entry signage						50			50	General Fund
	M	Interurban Trail Connection - .5 mile extension to 20th St.		60							60	Grants, Donations, & General Fund
	L	Levee Road Trail - 1.25 miles 54th to 70th; 2.5 miles 54th to western city limit; .9 miles 70th to eastern city limit							750	TBD	750	Grants, Donations, & General Fund
	L	Wapato Creek Trail - .2 miles Dacca/CJH to Brookville								TBD	0	Grants, Donations, & General Fund
	M	Colburn Park - Play equipment replacement/upgrade									0	TBD
	M	Wedge Park - Play Equipment Replacement/upgrade									0	TBD
	M	FSD Administration Property - Playground installation (in partnership)									0	TBD
	M	NE Fife (east of 54th & north of Pacific) - site master planning & developmnet									0	TBD
	M	South Fife (weset of Radiance OS) - site master planning & development									0	TBD
	M	East Fife (near Valley & 74th Ave) - Site master planning & development									0	TBD
	M	Wapato Creek Trail - .9 miles Dacca - Torre - 20th St.									0	TBD

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	M	Hylebos Creek Trail - Milgard property extension - loop									0	TBD
		Community Center - Renovate/replace									0	TBD
	L	Five Acre Park - Play equipment replacement / upgrade, skatepark feature upgrade									0	TBD
	L	Open Space TBD - secure open space lands to standard									0	TBD
		Park System Improvements				75					75	Multiple Funds
		Hylebos/Milgard Nature Area Improvements				50					50	Multiple Funds
		Calsense Irrigation System Upgrades				35					35	Multiple Funds
		Swim Center - Water Piping				30					30	Multiple Funds
		South Campus Planning - Phase 2 - Planning work to build upon prior work done				125					125	2011 Sale of Real Estate & Beg Fund Balance
		Parks, Recreation, and Community Services Subtotal		1,970	0	1,345	2,560	2,060	800	160	8,895	
Transportation												

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
		Sidewalk and Bike Lane North Side of Pac Hwy	M	2,373							2,373	Grants
		70th Ave E, Phase 2, 2900 block to I-5	M	5,000							5,000	Grants
		Port of Tacoma Road Interch. Wetland Mitigation	M	2,200							2,200	Grants
		Transportation Comp Plan Update	N	100							100	Beg Fund Balance
		Preliminary IJR 54th Ave Interchange w/I-5	N	314							314	Grants
		54th Avenue East Restoration	P	1,100							1,100	Grants
		Reconstruct Levee Road - West Segment Reconstruction of N Levee Rd from Frank Albert Rd to 54th Ave - Phase I Widening				1,500	5,000				6,500	TBD
		Reconstruct 70th Ave from 20th St. to Valley - Reconstruct 5-land roadway section with curbs, gutters, sidewalks and drainage				10,200					10,200	TBD

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
		Reconstruct 20th St from 54th to 63rd - Reconstruct section of 20th St to 3-lane roadway with curbs, gutters, sidewalks and drainage					10,000				10,000	TBD
		New SB I-5 exit ramp at 34th Ave - wetland mitigation and right of way									0	TBD
		New SB I-5 exit ramp at 34th Ave - reconstruct 34th Ave and 12th St to 3-lane roadways				4,500		4,700			9,200	State and local fund
		Freeman Road Reconstruction - North Segment - Reconstruct to 3-lane roadway with curbs gutters, sidewalks, bike lanes and drainage improvements				13,000					13,000	TBD
		54th Ave Corridor Study - Council directed study using existing model and traffic counts				25					25	TBD
	1	Reconstruct Valley Ave from 54th to Brookville Gardens - Reconstruct and widen 3-lane roadway; construct two roundabout intersections at 58th and 62nd Ave.				12,300	7,000				19,300	TBD
	2	20th St Reconstruction from 63rd to 70th Reconstruct and widen 3-lane roadway with curbs, gutters, sidewalks, bike lanes & drainage improvements					10,000	10,000			20,000	TBD

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	3	Relocate exit ramp connecting I-5 SB to Port of Tacoma Rd - Relocate new ramp from I-5 SB to Port of Tacoma Rd. including new structure				1,700	5,800				7,500	TBD
	4	New Entrance Ramp to connect PHE to I-5 SB at 34th Ave . Addition of new ramp from Pac Hwy at 34th Ave to I-5 SB						1,400	1,300		2,700	TBD
	5	New 34th Ave bridge over I-5 plus ramps - new bridge supplement to POT Rd. new 34th Ave NB half of one-way couplet					2,000	3,000	21,000		26,000	TBD
	6	70th Ave Railroad Overpass - Construct an overpass above UPRR						25,000			25,000	TBD
	7	New Connector at 66th Ave and 26th St. - Construct new road to connect 20th St and 70th Ave.					2,300	6,000			8,300	TBD
	8	Pavement Overlay Program - various streets citywide						3,000			3,000	TBD
	9	Reconstruction 70th Ave South Segment - N Levee to UPRR - Reconstruct a 5-lane section, modify one signalized intersection and signalize another intersection						300			300	TBD

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	10	20th St / Frank Albert Rd Signalization					450				450	TBD
	11	20th Street / 62nd Ave Signalization					450				450	TBD
	12	Reconstruct N Levee Rd Central Segment - From 54th Ave to 70th Ave.						2,100	8,000		10,100	TBD
	13	Extension of 59th Ave north from Pac Hwy to 12th St.						4,000			4,000	TBD
	14	70th Ave Bridge - To cross the Puyallup River and connect to River Road						20			20	TBD
	15	Reconstruct North Levee Rd East Segment - Reconstruct roadway and signalize 2 intersections							50		50	TBD
	16	Pac Hwy / 54th Ave Intersection - Reconstruct intersection and add turn lanes						50			50	TBD
	17	54th Ave: Grade Separation Construct a grade separation structure that would re-open the street							50		50	TBD

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	18	52nd Ave. - New Road From 12th St to 15th St Ct. E.						365	1,635		2,000	TBD
	19	Pedestrian Trail from Brookville Gardens to Torre Property - Construct pedestrain trail through Wedge Park and Columbia JH							1,500		1,500	TBD
	20	Extend Frank Albert Rd from 20th St to Pac Hwy to include new bridge over I-5							100		100	TBD
	21	20th St / Port of Tacoma Signalization							450		450	TBD
	22	Reconstruct Freeman Rd South Segment - Reconstruct to 3-lane roadway with curbs, gutters, sidewalk, bike lanes and drainage						50			50	TBD
	23	Reconstruct 70th Ave North Segment - Reconstruct 4-lane roadway section including curbs, gutters & sidewalks, widen roadway; replace I-5 bridge					4,250		15,000	47,700	66,950	State
	24	20th St Reconstruction - Port of Tacoma Rd to Industry Drive - Reconstruct & Widen 4-lane roadway							50		50	Local
	25	New Entrance Ramp - 34th St E. to SR509								5,000	5,000	State

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	26	20th St / Industry Drive Intersection signalization								1	1	Local
	27	Reconstruct 20th St 70th to Freeman - Reconstruct a 3-lane section with curbs, gutters, sidewalks and drainage							1		1	Local
	28	Reconstruct 20th St E Industry Dr. to 54th - Reconstruct 3-lane roadway to add bicycle lanes							1		1	Local
	29	Improve 52nd Ave E. from Pac Hwy to 15th St Ct. E. Improve roadway								150	150	Local
	30	Reconstruct 12th St - Reconstruct to a 3-lane roadway with curbs, gutters, sidewalks and drainage								1	1	Local
	31	Reconstruct 62nd Ave North Segment - Reconstruct 3-lane roadway with curbs, gutters, sidewalks and drainage								1	1	Local
	32	Reconstruct 48th Street - Major roadway widening to a 3-lane section and signalize							1		1	Local
	33	45th St E Extension / Reconstruction Reconstruct 3-lane roadway								1	1	Local
	34	New Connector Arterial 40th St / 78th Ave - construction of a new 3-lane roadway from 70th Ave to Freeman Rd.								1	1	Local

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	35	Puyallup River Trail - Construction of a 1.7 mile segment of the overall 10-mile puyallup river Trail							1		1	Local
	36	74th Ave E New Road - Construct a 3-lane roadway from 45th St to 48th St.								1	1	Local
	37	Pac Hwy / 62nd Ave Intersection - Reconstruct intersection & signalize								1	1	Local
	38	20th St /58th Ave Signalization							1		1	Local
	39	62nd Ave E. Overpass / Reconstruction Extend 62nd Ave from 20th St to Pac Hwy including 1-5 overpass and reconstruct existing street sections								1	1	Local
	40	Connector Arterial: New Road - construction of a 3-lane roadway with curbs, gutters, sidewalks and utilities							1		1	Tribe
	41	Reconstruct Curb Returns - for trucks at various locations city wide							300		300	Local
		Freeman Road Reconstruction - widen, reconstruct and related improvements							100		100	Public Safety
		200' Temp Sidewalk/Widened Shoulder - south side 20th St mayfair to Library							75		75	Public Safety

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
		Asphalt Trail - Sheffield Place to 20th/Library Walk						70			70	Public Safety
		Temp Sidewalk/Widened Shoulder - west side of 70th						60			60	Public Safety
		Comp Plan Update - Transportation						200			200	REET
		Transportation Subtotal		11,087	0	43,225	47,250	60,315	49,616	52,858	264,351	
Water Utility											0	
	1	Water Service Line Replacement Program	P	50							50	Grants & Impact Fees
	2	Water Meter Database Software/Upgrade	N	50							50	Grants & Impact Fees
	3	Water 52nd Ave/Valley Plaza Water Main Replacement	P	475							475	Grants & Impact Fees
	4	Water FlexNet Meter Server Replacement	N	50							50	Grants & Impact Fees
	5	Water 15th Street E Sewer Extension	N	286							286	Grants & Impact Fees
	6	Plan Update & Study- Comp Plan update, COS study		0		200					200	Grants & Impact Fees
	7	12" Replacement - 20th St E. 54th to 63rd					609				609	Grants & Impact Fees
	8	New Well Phase 3					3,750				3,750	Grants & Impact Fees
	9	Comprehensive GIS mapping & Water System inventory					100				100	Grants & Impact Fees
	10	12" Extension - 4th St E - 54th Ave E. to 57th Ave E.					231				231	Grants, Impact Fees, Revenue Bonds

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	11	8" Extension - 55th Ave E. - 4th St. E. to Benthien Loop Road						270			270	Grants, Impact Fees, Revenue Bonds
	12	12" Replacement - I-5 crossing at 52nd Ave E.					475				475	Grants, Impact Fees, Revenue Bonds
	13	12" Extension - 59th Ave E. 15th St. E. to 12th St E.						147			147	Grants, Impact Fees, Revenue Bonds
	14	8" Replacement - 34th Ave E. - Pacific Hwy E. to 15th St. E.						108			108	Grants, Impact Fees, Revenue Bonds
	15	8" Extension - 57th Ave E. - 4th St. E. to Benthien Loop Road							270		270	Grants, Impact Fees, Revenue Bonds
	16	8" Extension - Benthien Loop Road - 55th Ave E. to 57th Ave E.							90		90	Grants, Impact Fees, Revenue Bonds
	17	8" Extension - 52nd Ave E. - Pacific Hwy E. to 12th St. E.							198		198	Grants, Impact Fees, Revenue Bonds
	18	Comprehensive Water System Plan Update								150	150	Grants, Impact Fees, Revenue Bonds
	19	12" Extension - Pacific Hwy E. (Milton)								378	378	Grants, Impact Fees, Revenue Bonds
	20	8" Extension - Pacific Hwy E. - 62nd Ave E. to 6300 Block PHE								90	90	Grants, Impact Fees, Revenue Bonds
	21	Meter Data Base Software					50				50	Grants, Impact Fees, Revenue Bonds
	22	Service Line Replacement Program					50	50			100	Grants, Impact Fees, Revenue Bonds
	23	Well #4 Building Roof Replacement					8				8	Grants, Impact Fees, Revenue Bonds
	24	Long-term Source of Supply Procurement	M	1,500	4,500						6,000	Grants, Impact Fees, Revenue Bonds
	25	Flex Net Meter Server Replacement						50			50	Grants, Impact Fees, Revenue Bonds

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
	26	12" Replacement - Pacific Hwy E. - Willow Road to 52nd Ave E.							270		270	Grants, Impact Fees, Revenue Bonds
	27	8" Extension - 54th Ave E. - 54th Stub to 54th Termination								72	72	Grants, Impact Fees, Revenue Bonds
		12" Replacement - 12th St E.								315	315	Grants, Impact Fees, Revenue Bonds
		12" Replacement - 20th St E.								1,050	1,050	Grants, Impact Fees, Revenue Bonds
		Groundwater supply and treatment				200					200	Grants, Impact Fees, Revenue Bonds
		Plan Update and Study - Compl Plan water system update; cost of service study				200					200	Grants, Impact Fees, Revenue Bonds
		Water Utility Subtotal		2,411	4,500	600	5,273	625	828	2,055	16,292	
Sewer Utility												
		Pump Station Wetwell Coating Rehabilitation	P	500							500	Impact Fees
		Sewer Little John Lift Station Digester System	P	50							50	Impact Fees
		Pump Station 8 Improvements - Planning and Engineering					400				400	Revenue Bonds and utility rates and fees
		Pump Station 8 Improvements - Construction						1,800			1,800	Revenue Bonds and utility rates and fees
		Capital Maintenance and Upgrades					267				267	Utility Construction
		Sewer Utility Subtotal		550	0	0	667	1,800	0	0	3,017	

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
Storm Drainage Utility												
		East Fife Ditch - 12th & 15th St Crossing Upgrade				196					196	Utility and developer financing
		East Fife Ditch - 54th & 8th St Crossing Upgrade					326				326	Utility and developer financing
		East Fife Ditch - 58th Ave Conveyance Upgrade				352					352	Utility and developer financing
		70th Ave Conveyance Upgrade					468				468	Utility and developer financing
		20th Street Culvet Upgrade						105			105	TBD
		48th Street -Conveyance Upgrade						275			275	TBD
		Erdal Ditch - I-5 crossing Improvement- new culvert				1,100					1,100	Utility Rates
											0	
		Willows Neighborhood - improvements				300					300	Utility Rates
		Firwood Condo Neighborhood				200					200	Utility Rates
		Comp Plan update				100					100	Utility Rates
		Freeman Road Storm Pond Permitting				100					100	Grant
		Storm Drainage Subtotal		0	0	2,348	794	380	0	0	3,522	
Fleet Fund												
		Fleet Surplus Camel Truck and Purchase new Vector Truck	P	315							315	Fleet Rates & Beg Fund Balance
		Fleet PD 2013 Replacement Vehicles	P	176							176	Fleet Rates & Beg Fund Balance

City of Fife

Capital Facilities Plan for Years 2013-2019

Estimated Funding Total by Year in 1000's												
Project Type	Rank	Project Description	Impact on M&O (1)	2013	2014	2015	2016	2017	2018	2019	Total Cost	Funding Source
		Fleet PRCS 14 Passenger Wheelchair Equipped Mini Bus	P	60							60	Fleet Rates & Beg Fund Balance
		Fleet PW Fleet 2013 3/4 ton Mechanics Service Truck	P	40							40	Fleet Rates & Beg Fund Balance
		Fleet PD 2014 In Car Video Systems	N	53	39						92	Fleet Rates & Beg Fund Balance
		Fleet PRCS Single Person Hydraulic Lift	P	27							27	Fleet Rates & Beg Fund Balance
		Fleet Surplus Vehicle 8 Purchase New Plow and Sander	P	20							20	Fleet Rates & Beg Fund Balance
		Fleet Anti Icing Applicator Program	M	20							20	Fleet Rates & Beg Fund Balance
		Fleet PRCS Turf Aerator & Attachments		18							18	Fleet Rates & Beg Fund Balance
		PW 2013 ROW zero tern mower		6							6	Fleet Rates & Beg Fund Balance
		Fleet PD 2014 Replacement Vehicles	P		88						88	Fleet Rates & Beg Fund Balance
		Fleet PW Fleet 2014 1 ton Streets Truck	P		40						40	Fleet Rates & Beg Fund Balance
		Fleet PRCS 2014 Used 3/4 ton 4x4 Pickup Truck	P		15						15	Fleet Rates & Beg Fund Balance
		Public Works - layton Box/Roller				80					80	Fleet Rates & Beg Fund Balance
		Fleet Fund Subtotal		735	182	80	0	0	0	0	997	
Police/Courts												
		Detention Facility Reconfiguration					25				25	REET
		Police/Courts Subtotal		0	0	0	25	0	0	0	25	
Grand Total				18,798	4,702	47,598	56,569	65,180	51,244	55,073	299,164	

City of Fife												
Capital Facilities Plan for Years 2013-2019												
Project Type	Rank	Project Description	Impact on M&O (1)	Estimated Funding Total by Year in 1000's								Funding Source
				2013	2014	2015	2016	2017	2018	2019	Total Cost	

(1) Impact on M&O:

Positive-Project expected to reduce operating costs or general income to offset any additional expense.

Negligible-Impact on budgets estimated to increase by \$10k or less.

Moderate-O&M expected to increase by more than 10K or 50K.

High-M&O expected to increase by more than 50K

Undetermined-Not calculated because a specific cap expenditure has not yet been identified.

Section V: Supplemental Information

**Section V:
Supplemental Information**

Section V: Supplemental Information
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Section V: Supplemental Information
Salaries and Positions

Salaries and Positions

Elected Officials

Position Title	Monthly Salary
Mayor	\$632
Councilmember	\$526

Appointed Positions

Position Title	Contract
City Manager	

International Association of Machinists and Aerospace Workers
Full Time Positions

Position Title	Pay Grade
Building Official	15
Senior Planner	14
Deputy Clerk/Treasurer	12
Deputy City Clerk	12
Finance Analyst	12
Plans Examiner	12
Court Services Supervisor	11
Senior Engineering Technician	11
Building Inspector	10
Senior Accounting Assistant	10
Information/License Officer	10
Judicial Assistant – Court Compliance Monitor	10
Associate Planner	10
Senior Accounting Clerk	10
Accounting Clerk II	9
Engineering Technician	9
GIS Technician	9
CADD/GIS Technician	9
Lead Court Clerk	9
Aquatics Manager	9
Network Administrator	9
Information Systems Technician	8
Planner I	8
Code Compliance Inspector	8
Court Clerk	8
Senior Administrative Assistant	8
Permit Coordinator	7
Recreation Coordinator II	7
Aquatics Supervisor	7
Administrative Assistant	7
Office Assistant	6

Section V: Supplemental Information
Salaries and Positions

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Court Security Officer	6
Aquatics Coordinator	6
Parks Maintenance Worker – Facilities	6
Parks Maintenance Worker – Grounds Keeper II	6
Parks Maintenance Worker – Grounds Keeper I	5

Part Time Positions

Judicial Assistant – Court Compliance Monitor	H12
Court Clerk	H11
Court Security Officer	H10
Recreation Receptionist	H4
Recreation Assistant	H2
Recreation Leader 1	RL1
Recreation Leader 2	RL2
Recreation Leader 3	RL3

Full-Time Salary Range for Year 2013

	0-6	7-18	19-30	31-42	43-78	79+
SALARY	MONTHS	MONTHS	MONTHS	MONTHS	MONTHS	MONTHS
RANGE	STEP A	STEP B	STEP C	STEP D	STEP E	STEP F
1	\$2,493.53	\$2,580.43	\$2,667.34	\$2,758.26	\$2,898.68	\$2,955.80
2	\$2,667.33	\$2,758.26	\$2,855.85	\$2,949.43	\$3,055.07	\$3,161.99
3	\$2,855.85	\$2,949.43	\$3,055.07	\$3,156.67	\$3,268.99	\$3,383.41
4	\$3,055.07	\$3,156.67	\$3,268.99	\$3,374.61	\$3,496.28	\$3,618.64
5	\$3,269.00	\$3,374.61	\$3,496.28	\$3,612.58	\$3,742.29	\$3,873.26
6	\$3,496.28	\$3,612.56	\$3,742.29	\$3,869.30	\$4,005.68	\$4,145.87
7	\$3,742.30	\$3,869.30	\$4,005.68	\$4,135.36	\$4,283.78	\$4,433.72
8	\$4,005.67	\$4,135.36	\$4,283.78	\$4,426.83	\$4,583.26	\$4,743.68
9	\$4,283.78	\$4,426.83	\$4,583.26	\$4,734.35	\$4,902.81	\$5,074.42
10	\$4,583.27	\$4,734.35	\$4,902.81	\$5,069.93	\$5,246.42	\$5,430.06
11	\$4,902.81	\$5,069.93	\$5,246.42	\$5,420.24	\$5,614.09	\$5,810.58
12	\$5,246.42	\$5,420.24	\$5,614.09	\$5,803.95	\$6,007.18	\$6,217.43
13	\$5,614.09	\$5,803.95	\$6,007.18	\$6,211.73	\$6,428.33	\$6,653.33
14	\$6,007.18	\$6,211.73	\$6,428.33	\$6,644.94	\$6,881.58	\$7,122.43
15	\$6,428.33	\$6,644.94	\$6,881.58	\$7,112.89	\$7,358.90	\$7,616.46
16	\$6,881.58	\$7,112.89	\$7,358.90	\$7,607.58	\$7,873.64	\$8,149.22

Section V: Supplemental Information
Salaries and Positions

Part-Time Salary Range for Year 2013

SALARY RANGE	Hours	Hours	Hours	Hours	Hours	Hours
	0-519	520-1559	1560-2599	2600-3639	3640-6759	6760+
	STEP A	STEP B	STEP C	STEP D	STEP E	STEP F
H1	\$9.61	\$10.16	\$10.78	\$11.39	\$12.00	\$12.42
H2	\$11.26	\$11.61	\$12.00	\$12.44	\$12.94	\$13.39
H3	\$12.00	\$12.44	\$12.94	\$13.41	\$13.89	\$14.38
H4	\$12.94	\$13.41	\$13.89	\$14.36	\$14.85	\$15.36
H5	\$13.89	\$14.36	\$14.85	\$15.46	\$15.91	\$16.46
H6	\$14.85	\$15.46	\$15.91	\$16.40	\$17.00	\$17.59
H7	\$15.91	\$16.40	\$17.00	\$17.62	\$18.21	\$18.85
H8	\$17.00	\$17.62	\$18.21	\$18.78	\$19.53	\$20.23
H9	\$18.21	\$18.78	\$19.53	\$20.25	\$20.81	\$21.54
H10	\$19.53	\$20.25	\$20.96	\$21.56	\$22.30	\$23.09
H11	\$20.81	\$21.56	\$22.30	\$23.13	\$23.83	\$24.66
H12	\$22.30	\$23.13	\$23.83	\$24.57	\$25.28	\$26.16
RL1	\$12.54	\$13.06	\$13.59	\$14.13	\$14.67	\$15.19
RL2	\$13.48	\$14.01	\$14.58	\$15.16	\$15.76	\$16.31
RL3	\$14.51	\$15.09	\$15.69	\$16.32	\$16.97	\$17.55

Police Guild Non-Commissioned

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
	0-6 Mos	7-12 Mos	13-24 Mos	25-42 Mos	43-60 Mos	61+ Mos
Communications / Records Officer	\$3,194.81	\$3,646.54	\$4,018.39	\$4,238.37	\$4,663.89	\$4,707.13
Police Clerk	\$3,484.17	\$3,600.72	\$3,729.03	\$3,930.67	\$4,069.47	\$4,707.13
Property/Evidence Clerk	\$3,484.17	\$3,600.72	\$3,729.03	\$3,930.67	\$4,069.47	\$4,707.13
Corrections Officer	\$4,140.17	\$4,347.03	\$4,644.27	\$4,970.28	\$5,308.11	\$5,359.17
Police Services Specialist	\$3,393.77	\$3,563.95	\$3,740.83	\$3,927.44	\$4,122.80	\$4,143.41

	Step 1	Step 2	Step 3
	0-6 Mos	7-17 Mos	18+ Mos
Corrections Sergeant	\$5,747.72	\$6,136.25	\$6,243.44
Communications Supervisor	\$5,048.40	\$5,389.67	\$5,483.81

Section V: Supplemental Information
Salaries and Positions

Police Guild Commissioned

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
	0-6 Mos	7-12 Mos	13-24 Mos	25-42 Mos	43-60 Mos	61+ Mos
Police Officers	\$4,812.05	\$5,212.60	\$5,524.59	\$6,182.95	\$6,242.44	\$6,300.60

	Step 1	Step 2	Step 3
	0-6 Mos	7-17 Mos	18+ Mos
Lieutenant	\$6,757.40	\$7,214.19	\$7,403.21

	Step 1	Step 2
	0-6 Mos	7+ Mos
Detective	\$6,615.63	\$6,930.66

Source: 2012 Contract

Section V: Supplemental Information
Salaries and Positions

Teamsters

SALARY RANGE	0-24	25-48	49-72	73-96	96-120	121+
	MONTHS	MONTHS	MONTHS	MONTHS	MONTHS	MONTHS
	STEP A	STEP B	STEP C	STEP D	STEP E	STEP F
Public Works Superintendent	\$6,240.31	\$6,333.32	\$6,427.71	\$6,523.54	\$6,620.79	\$6,719.50
Lead Mechanic	\$5,828.61	\$5,915.44	\$6,003.59	\$6,093.03	\$6,183.82	\$6,275.98
Mechanic	\$5,336.82	\$5,416.28	\$5,496.93	\$5,578.79	\$5,661.87	\$5,746.19
Sr. Maintenance Leadman	\$5,828.61	\$5,915.44	\$6,003.59	\$6,093.03	\$6,183.82	\$6,275.98
Maintenance Leadman	\$5,336.82	\$5,416.28	\$5,496.93	\$5,578.79	\$5,661.87	\$5,746.19
Sr. Maintenance Technician	\$4,746.23	\$4,816.82	\$4,888.48	\$4,912.48	\$5,039.16	\$5,109.94
Sr. Water Quality Specialist	\$5,336.82	\$5,416.28	\$5,496.93	\$5,578.79	\$5,661.87	\$5,746.19
Water Quality Specialist	\$5,031.07	\$5,105.94	\$5,181.93	\$5,259.05	\$5,337.34	\$5,416.80
Maintenance Technician	\$4,106.79	\$4,167.79	\$4,229.72	\$4,292.56	\$4,356.35	\$4,421.09
Laborer	\$3,569.67	\$3,622.92	\$3,676.36	\$3,730.90	\$3,786.28	\$3,842.46
Step 1*	\$3,674.31	\$3,728.83	\$3,784.16	\$3,841.35	\$3,897.31	\$3,955.18
Step 2**	\$3,783.59	\$3,839.75	\$3,896.75	\$3,954.59	\$4,013.31	\$4,072.91

*After 18 months of full time employment as a Laborer, with satisfactory performance, as determined by the Public Works Director, and possessing and maintaining a valid WDL Class B CDL, with tanker endorsement and no airbrake restrictions an employee in the Laborer classification will be entitled to a 3% base salary incentive pay increase for as long as such license is retained and kept valid and performance remains satisfactory. The incentive pay shall cease in the month following the loss of certification and/or unsatisfactory performance and shall resume the month following recertification and/or satisfactory performance, as the case may be.

**After 36 months of full time employment as a Laborer, continued compliance with all Step 1 requirements, and obtaining two of the three certifications listed below, an employee in the Laborer classification shall receive an additional 3% base salary incentive pay increase for as long as such certification are retained and kept valid and performance remains satisfactory. The incentive pay shall cease in the month following the loss of a required certification and/or unsatisfactory performance and shall resume the month following recertification and/or satisfactory performance, as the case may be.

1. Water distribution Manager Level 1 or higher issued by the WSDOH;
2. Wastewater Collection Specialist Level 1 or higher issued by WWCPA, or
3. Signs & Markings Specialist Level 1 or higher issued by IMSA.

Section V: Supplemental Information
Salaries and Positions

Permanent Positions

Classification	Minimum	Maximum
Assistant City Manager & Police Chief	\$8,194.46	\$11,440.73
Director	\$7,573.65	\$10,180.99
Assistant Chief of Police	\$6,725.82	\$9,948.60
Administrator & Assistant Director	\$6,636.26	\$8,432.83
Professional Administrative	\$5,604.51	\$7,006.25
Confidential Administrative	\$4,171.72	\$5,214.66

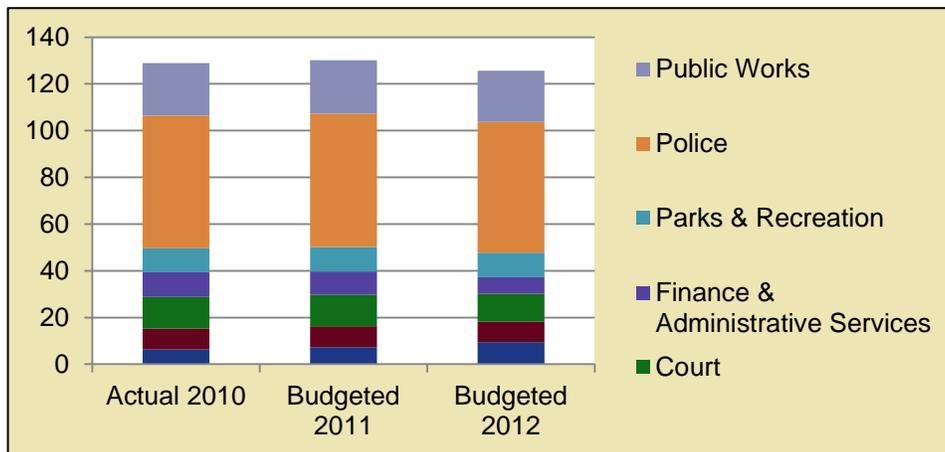
Temporary Positions

Seasonal Recreation Leader
Seasonal Recreation Assistant
Seasonal Parks Maintenance Worker
Seasonal Laborer

FTEs Employment Numbers 2011 – 2014

	Budgeted 2011	Budgeted 2012	Budgeted 2013/2014
Executive	7.3	9.5	9.5
Community Development (1)	9.0	8.7	8.0
Court	13.5	12.0	12.0
Finance & Admin Services	9.9	7.0	7.0
Parks & Recreation	10.5	10.5	10.5
Police	57.0	56.0	56.0
Public Works	23.0	22.0	22.0
FTEs	130.2	125.7	125.0

(1) Reduction of Senior Planner position from 2011 to 2013/14.



Section V: Supplemental Information
Local Economy Statistics

Local Economy Statistics

Major Taxpayers

The following table lists the ten largest taxpayers within the City for tax collection year 2011 listed in declining order of assessed value.

Taxpayer	Business
Teachers Insurance & Annuity Corporation	Fife Landing Industrial Complex
AMB Partners II LP	Real Estate Investment
Milgard Manufacturing Inc.	Window Manufacturing
Puyallup Tribe of Indians	Commercial Property & Farmland
Fife Commerce Center LLC	Industrial Complex
CMKM LLC	HVAC Equipment
Harsch Investment Properties LLC	Fife Business Park
Benaroya Capital Company LLC	Commercial Real Estate
Larson, Robert S. & Jennifer S.	Property Management
CLPF - PCCP II LP	Real Estate Services

Economic & Demographic Information

Labor Force and Unemployment

The following table shows labor force and employment data for the County since 2009 as well as unemployment rates for the State and the United States for the same period.

Year	Pierce County		- - - - Unemployment Rates - - - -		
	Labor Force	Employed	Pierce County	State of Washington	United States
2012 ¹	391,840	356,750	9.0%	8.3%	8.1%
2011	390,860	352,290	9.9%	9.4%	9.0%
2010	396,510	357,090	9.9%	9.6%	9.6%
2009	396,970	358,570	9.7	9.0%	9.7%

¹ Average through October 2012

Source: Washington State Department of Employment Security.

Section V: Supplemental Information
Local Economy Statistics

Major Employers

The major employers in the Tacoma-Pierce County area for 2011 as reported by the Tacoma-Pierce County Economic Development Board are as follows:

Employer	Type of Business Activity	Number of Employees
Joint Base Lewis-McChord	Military	55,603
Local Public School Districts (K-12)	Education	13,735
Multicare Health System	Health Care	6,756
Washington State Employees	Public Sector	6,662
Franciscan Health System	Health Care	5,507
Pierce County Government	Public Sector	2,947
Washington State Higher Education	Education	2,720
City Of Tacoma	Public Sector	2,316
Emerald Queen Casino	Gaming	2,230
Boeing (Frederickson Site)	Aerospace	1,450

Major City Employers

Employer	Type of Business Activity	Number of Employees
Milgard Corporate	Window and Door Manufacturing	600
Comcast Cable Services	Telecommunications	500
Prologix Distribution Services	Logistics and Display Solutions	387
Gensco, Inc.	Manufacturer Heating/Plumbing Supplies	225
Mission Foods	Food Product Distribution	240
Norwesco/Noll Inc.	Sheet Metal Manufacturing	184
US Foodservice	Wholesale Grocery	171
United Parcel Service	Parcel Delivery Service	160
Precision Door	Manufacturer of Doors & Cabinets	150
Continuant Inc. ²	Telecommunications	186
Regal Logistics	Third Party Distributor	140

Section V: Supplemental Information
Local Economy Statistics

Building Permits

The following table shows total number and valuation of new single-family and multi-family residential permits in the County for calendar years 2005 through 2011. Recent recessionary trends are not fully reflected in this table.

Year	New Single-Family		New Multi-Family		Total Valuation
	Number	Valuation	Number	Valuation	
2011	1,494	\$360,963,607	101	\$119,788,982	\$480,752,589
2010	1,708	\$398,553,753	192	\$22,130,123	\$420,683,876
2009	1,243	\$243,510,179	804	\$79,995,681	\$323,505,860
2008	1,805	\$342,505,780	162	\$64,597,860	\$407,103,640
2007	3,532	\$716,889,789	1,490	\$76,217,591	\$893,107,380
2006	4,839	\$864,902,045	1,062	\$131,476,813	\$996,378,858
2005	5,622	\$946,563,541	1,262	\$140,207,572	\$1,086,771,113

Personal Income Trends

The following table shows total and per capita personal income growth in the County and the State from 2008 through 2011. Data presented does not fully reflect recent changes in personal income due to recent recessionary trends.

Year	Pierce County		Washington State	
	Total Personal Income (000's)	Per Capita Income	Total Personal Income (000's)	Per Capita Income
2011	\$33,117,849	\$40,992		
2010	\$32,212,709	\$40,500	\$287,174,714	\$42,589
2009	\$32,332,969	\$40,577	\$285,696,255	\$42,870
2008	\$31,846,581	\$40,461	\$280,677,561	\$42,747

Section V: Supplemental Information
Local Economy Statistics

Median Household Income Trends

The following table shows median household income growth in the County and the State for years 2007 through 2011. Changes due to recent recessionary trends are not fully reflected in this table.

Year	Pierce County	Washington State
2011	\$56,114	\$55,500
2010	\$55,302	\$55,379
2009	\$55,436	\$56,317
2008	\$56,740	\$56,995
2007	\$57,486	\$56,971

Source: Washington State Office of Financial Management

Section V: Supplemental Information
Local Economy Statistics

Employment by Major Industry

The table below sets forth the total number of full-time and part-time employees in the County for the years and industries as shown. Figures are presented in thousands.

Employment Sector	2012¹	2011	2010	2009	2008	2007
Total Non-Farm Employment	266.9	265.2	264.3	268.5	280.5	281.3
Total Private	210.0	207.4	205.9	210.7	223.5	226.3
Goods Producing	33.7	33.0	33.8	26.2	43.7	46.5
Mining, Logging and Construction	0.3	0.3	0.3	0.3	0.4	0.5
Manufacturing	16.7	16.3	17.2	19.0	23.5	25.5
Trade, Transportation & Utilities	54.6	54.3	53.0	53.1	55.6	56.4
Information	2.7	2.8	3.0	3.1	3.7	37
Financial Activities	11.5	11.2	11.2	12.3	13.2	13.7
Professional & Business Services	24.0	23.9	23.5	23.9	24.9	25.5
Education and Health Services	44.1	43.8	43.6	43.2	41.6	40.4
Leisure and Hospitality	26.3	25.5	25.3	26.2	27.8	27.5
All Other Services	13.1	12.9	12.6	12.7	13.0	12.7
Government & Govt Enterprises	57.0	57.8	58.4	57.8	56.9	54.9

¹ Average through October 2012

Source: Washington State Department of Employment Security.

Section V: Supplemental Information
Local Economy Statistics

Historical Taxable Retail Sales

The following table lists the taxable retail sales within the City and the County since 2006.

Year	City of Fife	Pierce County
2012 ¹	\$250,707,711	\$ 5,227,308,635
2011 ¹	\$114,590,391	\$ 2,450,536,979
2010	\$534,976,068	\$10,624,265,947
2009 ²	\$522,186,999	\$10,434,800,308
2008	\$648,596,545	\$11,711,653,486
2007	\$893,829,003	\$12,535,645,654
2006	\$944,658,865	\$12,154,468,767

¹ First two quarter only.

² In 2009, the City began receiving a quarterly tax distribution from the State's Sales and Use Tax Mitigation Account, established to compensate taxing jurisdictions for local revenue losses as a result of a change in sourcing provisions of a new streamlined sales and use tax agreement.

Source: Washington State Department of Revenue.

Section V: Supplemental Information

Glossary of Terms

Glossary of Terms

Accrual Basis of Accounting. A method of accounting that matches revenues and expenses with the period to which they relate, rather than focusing on actual cash flows. In this method, for example, an asset is depreciated as it is “used up”, and the expense is recognized in periodic increments, rather than assuming the asset holds its value until it is actually disposed of.

Adjusted Budget. The budget as revised through supplemental appropriations approved by Council during the year and included in the annual budget amendment ordinance.

Adopted Budget. Financial program that forms the basis for appropriations. Adopted by the governing body.

Agency Fund. A fund set up to account for assets held by the City in a trustee capacity. For example Court bail money or the regional facilities sewer fee.

Assessed Valuation. The taxable portion of fair market value of both real and personal property as determined by the Pierce County Assessor’s Office.

Assets. Resources owned or held by the City which have monetary value.

Audit. Conducted by the Washington State Auditor’s Office, the primary objective of an audit is to determine if the City’s Financial Statements present the City’s financial position fairly and results of operations are in conformity with generally accepted accounting principles.

Balanced Budget. A budget in which planned expenditures do not exceed projected funds available.

BARS. The State of Washington Budget, Accounting and Reporting System required for all governmental entities in the state of Washington.

Benefits. City paid benefits provided for employees such as social security, retirement, worker’s compensation, life insurance, medical insurance and management benefits.

Bond Refinancing. The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

Budget. The financial plan for the operation of a program or organization for the year or for the project through completion. Legal authority and requirements are found in Revised Code of Washington (RCW 35A.33).

Budget Document. The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

Section V: Supplemental Information

Glossary of Terms

Budget Message. Written explanation of the budget and the local government's financial priorities. This message was prepared by the City Manager, the executive officer of the governing body.

Capital Expenditures. Funds spent for the acquisition of a long-term asset.

Capital Facility Plan. The portion of the Capital Improvement Plan that relates to the city facilities and infrastructure that are planned for under the growth management act and are included in the City of Fife Comprehensive Plan. The plan includes estimated project costs, sources of funding and timing of work over a six-year period. For financial planning, the capital facility plan is presented as a plan of work and proposed expenditures and is the basis for annual appropriation requests and bond issues.

Capital Improvement Budget. The capital projects approved and funded in the first year of the adopted Budget Capital Improvement Program.

Capital Improvement Program (CIP). The plan of all capital projects, including those that do not qualify as Program (CIP) "facilities" for the Capital Facility Plan, such as large pieces of equipment or vehicles.

Capital Outlay. Fixed assets which have a value of \$5,000 or more and have a useful economic lifetime of more than three years or assets of any value, if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project. The largely one-time cost for acquisition, construction, improvement, replacement, or renovation of land, structures and improvements thereon. The cost must usually be \$25,000 or more in order to be considered a capital project; amounts under \$25,000 are considered in the operating budget. In addition, equipment is considered a capital project if it is \$25,000 or more in cost.

Capital Reserve. An account used to segregate a portion of the government's equity to be used for future capital program expenditures.

Charges for Services. A revenue category which includes a charge for a specific service. These primarily include park recreation fees, plan check fees, court cost and prisoner work release fees and other miscellaneous fees.

Comprehensive Budget. The comprehensive budget combines both the annual financial plan for the operation of government and the annual portion of the Capital Improvement Budget. Excluded from the operating budget are carry-over capital projects which have been previously approved.

Contingency. The General Contingency is established as a department, not as a fund. It is a line item appropriation within the operating fund. The estimate for general operating contingencies is based on the assumption that in any municipal operating fund, anticipated revenues may not be collected and/or certain unforeseen expenditures may become necessary.

Section V: Supplemental Information

Glossary of Terms

Cost Allocation. Assignment of cost charges from one department that reimburse another department for services received. Some examples are Attorney services, Finance services and Human Resource services.

CPI. Consumer Price Index. A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living.

Debt Service. The annual payment of principal and interest on the City's bonded indebtedness. Bonds are issued to finance the construction of capital projects such as public buildings, parks, roads, storm sewers and water system improvements.

Department. A major organizational unit of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation. The loss of asset value over time and usage, recorded as an expense under the full accrual method of accounting.

Designated Fund Balance. Fund balance that is not legally restricted to a specific use, but is nonetheless planned to be used for a particular purpose. For example, the General Fund has a fund balance that is designated for contingency. There is no legal restriction on the use of this fund balance, but it is budgeted to provide financial stability.

Enterprise Fund. A fund used to account for operations that are financed and operated in a manner similar to private business enterprise where the measurement focus is on the cost of providing a service, such as water on a continual basis. Costs are recovered through user charges.

Estimated Actual. An estimate of the year-end balance of a revenue or expenditure account.

Expenditure. The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

Expense. Charges incurred (whether paid immediately or deferred) for proprietary fund operations, maintenance, interest or other charges.

Fees. A general term used for any charge for services levied by government associated with providing a service, permitting an activity, or imposing a penalty. Major types of fees include business and non-business licenses and user charges.

Fines and Forfeitures. A revenue category which primarily includes court, police, traffic and parking fines and forfeitures of property.

Fund. A self-balancing set of accounts with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity.

Section V: Supplemental Information

Glossary of Terms

Fund Balance. Working capital, or the net current assets less short term liabilities.

GAAFR. "Governmental Accounting, Auditing and Financial Reporting." The "blue book" published by the Municipal Finance Officers Association (now the Government Finance Officers Association) to provide detailed guidance for the application of accounting principles for governments.

GAAP Generally Accepted Accounting Principles. Standards used for accounting and reporting by both private industry and governments.

GASB. Government Accounting Standards Board established in 1985 to regulate the rules and standards for all governmental units.

General Fund. The General Fund is used to account for all of the City's resources except for those resources which are accounted for in a special purpose fund.

General Obligation Bonds. Bonds for which the full faith and credit of the insuring government are pledged for payment.

Licenses and Permits. Revenue category that includes building permits, business and amusement licenses and any other miscellaneous licenses or permits.

LID. Local Improvement District or Special Assessments made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

LTGO. Limited Tax General Obligation bonds refer to bonds issued with the approval of the Council, as opposed to voted bonds which must be approved by vote of the public. LTGO bonds must not exceed 1.5 percent of the assessed valuation. The total of LTGO and voted bonds must not exceed 2.5 percent of assessed valuation per State R.C.W.

Miscellaneous Revenue. A revenue category that basically includes leases and rentals of the various city facilities, Senior Center donations plus other revenue such as pay phone revenue.

Modified Accrual. A basis of accounting in which revenues are recognized when available and measurable and expenditures are recorded in the period the liabilities are incurred.

Net Budget. The net budget eliminates double counting of the budget by excluding fund transfers and internal service charges such as interfund equipment rental and insurance charges. The net budget represents the true level of spending in the budget.

Object of Expenditure. Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditure include salaries and wages, benefits, supplies, contracted services and capital outlay.

Section V: Supplemental Information

Glossary of Terms

Operating Budget. An operations plan, expressed in financial terms, whereby an operating program is funded for a single year. Per state law, operating budgets lapse at year-end.

Operating Expense. Those costs including expenditures for salaries and wages, benefits, supplies, services and charges which are necessary to support the primary services of the organization. For example, telephones, printing and motor pool charges, and office supplies are operating expenses.

Organization. A major organizational unit usually responsible for carrying out a major component of department or program responsibilities.

PERS. Public Employees Retirement System provided for employees other than Police and Fire by the State of Washington.

Preliminary Actual. The balance of revenue or expenditure accounts at year-end, but before the final closing of the City's books. This will usually be close to the final actual amounts, but may not include all accruals or other adjustments.

Preliminary Budget. The Mayor's recommended budget submitted to the City Council and the public for approval in October of each year.

Public Works Trust Fund. PWTF Established by the state as a trust fund for public utility purposes. Funds are loaned at minimal rate of interest for qualifying projects.

Reserved Fund Balance. Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Reserves (Fund). The unencumbered year-end balance of revenue less expenditures in governmental funds.

Restricted Fund Balance. The portion of working capital that is not available for general expenditure. The balance is maintained for a specific designated use.

Revenue Income. Received by the City in support of its program of services to the community. It includes such items as property taxes, fees, user charges, grants, fines, interest income and other miscellaneous revenue.

Revenue Bonds. Bond issued pledging future revenues, usually water, sewer, or drainage charges to cover debt payments in addition to operating costs.

RFP. Request for Proposal

Salaries and Wages. A majority of City employees are paid a semi-monthly salary based on an annual standard work year consisting of 2,080 hours. Some types of positions are paid hourly wages based on the prevailing wage scale.

Section V: Supplemental Information

Glossary of Terms

Standard Work Year. 2,080 hours or 260 days is the equivalent of one work year.

Supplemental Appropriation. An appropriation approved by the Council after the initial budget appropriation. Supplemental appropriations are approved by Council during the year and an annual budget amendment ordinance is approved in December of each year.

Unreserved Fund Balance. The difference between fund assets and fund liabilities of governmental or similar trust funds that is available for general expenditures.

User Charges. The amount the government receives for the provision of services and commodities, or the performance of specific services benefiting the entity charged. User charges tend to be voluntary in nature, in contrast to mandatory property and income taxes. Citizens only pay user charges when a specific service is received.

Working Capital. The year-end balance of current assets less current liabilities in the Enterprise and Internal Service Funds. The unencumbered balance at year-end is available for appropriation in the next year's budget.

Section V: Supplemental Information
Acronyms Glossary

Acronyms Glossary

ADA	Americans with Disabilities Act
AWC	Association of Washington Cities
BAN	Bond Anticipation Note
BARS	Budget, Accounting and Reporting System
B & O TAX	Business and Occupation Tax
CCS	Catholic Community Services
CDBG	Community Development Block Grant
COLA	Cost of Living Adjustment
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CM-POT	Construction Management of the Port of Tacoma Road
DOE	Department of Ecology, State of Washington
DOE	Department of Energy
EAP	Employee Assistance Program
EIS	Environmental Impact Statement
EMS	Emergency Medical Service
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Agency
FEMA CERT	Federal Emergency Management Agency, Community Emergency Response Team
FMC	Fife Municipal Code
FTE	Full Time Equivalent
GAAFR	Governmental Accounting, Auditing and Financial Reporting
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFC	General Facilities Charge

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GIS	Geographical Information System
GMA	Growth Management Act
GDP	Gross Domestic Product
IAMAW	International Association of Machinists and Aerospace Workers, local 160
IBNR	Medical expenses Incurred but Not Reported by the claimants to the insurance company
IT	Information Technology
LEOFF	Law Enforcement Officers and Firefighters Retirement System provided in the State of Washington
LID	Local Improvement District
LID	Low Impact Development
LGIP	Local Government Investment Pool
LTAC	Lodging Tax Advisory Committee
LTGO	Limited Tax General Obligation Bonds
MSDS	Material Safety Data Sheet
METH	Methamphetamine
MVE	Motor Vehicle Excise Tax
NLC	National League of Cities
NPDES	National Pollution Discharge Elimination System
NPSI	National Playground Safety Institute
PERS	Public Employees Retirement System
PS 8	Pump Station 8
PWTF	Public Works Trust Fund
RCW	Revised Code of Washington
REET	Real Estate Excise Tax
RFP	Request for Proposal
ROW	Right of Way

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Acronyms Glossary

SCA	Suburban Cities Association
SEPA	State Environmental Policy Act
SRO	School Resource Officer
SWAT	Special weapons and tactics team
SWM	Surface Water Management
RCVB	Tacoma Regional Convention Visitors Bureau
RPCSC	Tacoma Pierce County Sports Commission
TPU	Tacoma Public Utilities charge
WASPC	Washington Association of Sheriffs and Police Chiefs
WCIA	Washington Cities Insurance Authority
WSDOT	Washington State Department of Transportation
ULID	Utility Local Improvement District
UPRR	United Pacific Rail Road

Section V: Supplemental Information

Risk Management

Washington Cities Insurance Authority (WCIA)

Risk Management

The City of Fife is a member of the Washington Cities Insurance Authority (WCIA).

Utilizing Chapter 48.62 RCW (self-insurance regulations) and Chapter 39.34 RCW (the Interlocal Cooperation Act), nine cities originally formed WCIA on January 1, 1981. WCIA was formed for the purpose of providing a pooling mechanism for jointly purchasing insurance, jointly self-insuring, and /or jointly contracting for risk management services. WCIA has a total of 126 members.

New members initially contract for a three-year term and, thereafter, automatically renew on an annual basis. A one-year withdrawal notice is required before membership can be terminated. Termination does not relieve a former member from its unresolved loss history incurred during membership.

Liability coverage is written on an occurrence basis, without deductibles. Coverage includes general, automotive, police, public officials' errors or omissions, stop gap, and employee benefit liability. Limits are a \$3 million per occurrence layer and a \$12 million per occurrence in the re-insured excess layer, with no annual aggregate stop loss except \$10 million per member for public officials' errors and omissions. The excess layer is insured by the purchase of reinsurance and insurance. Total limits are \$15 million per occurrence. The Board of Directors determines the limits and terms of coverage annually.

Insurance coverage for property, automobile physical damage, fidelity, inland marine, and boiler and machinery are purchased on a group basis. Various deductibles apply by type of coverage. Property insurance and automobile physical damage are self-funded from the members' deductible to \$500,000, for all perils other than flood and earthquake, and insured above that amount by the purchase of reinsurance.

In-house services include risk management consultation, loss control field services, claims and litigation administration, and loss analysis. WCIA contracts for the claims investigation consultants for personnel issues and land use problems, insurance brokerage, and lobbyist services.

WCIA is fully funded by its members, who make annual assessments on a prospectively rated basis, as determined by an outside, independent actuary. The assessment covers loss, loss adjustment, and administrative expenses. As outlined in the Interlocal Agreement, WCIA retains the right to additionally assess the membership for any funding shortfall.

An investment committee, using investment brokers, produces additional revenue by investment of WCIA assets in financial instruments which comply with all State guidelines. These revenues directly offset portions of the membership's annual assessment.

The Board of Directors governs WCIA, which is comprised of one designated representative from each member. The Board elects an Executive Committee and appoints a Treasurer to provide general policy direction for the organization. The WCIA Executive Director reports to the Executive Committee and is responsible for conducting the day-to-day operations of WCIA.

CITY OF FIFE

2013-14 Biennial Budget

