

Board of Directors Members

Chair Bill Pugh, City of Sumner Mayor
 Vice-Chair Lillian Hunter, City of Tacoma Councilmember
 Michael Brandstetter, City of Lakewood Councilmember
 Bruce Dammeier, Pierce County Executive
 Julie Door, City of Puyallup Mayor
 Matt Holm, Central Pierce Fire & Rescue Commissioner

J. Kelly McClimans, City of Bonney Lake Councilmember
 Pat McElligott, East Pierce Fire & Rescue Commissioner
 Dan Rankin, West Pierce Fire & Rescue Commissioner
 Doug Richardson, Pierce County Councilmember
 Robert Thoms, City of Tacoma Councilmember

Board of Directors Study Session

Meeting Date: August 12, 2020

Meeting Time: 9:00am

Meeting Place: WebEx Video Conference

PUBLIC PARTICIPATION IN BOARD MEETINGS

Anyone may address any action item on the agenda for consideration. Rules for public comment were adopted by the Board of Directors on 9/25/19 and are available at <https://southsound911.org/wp-content/uploads/2019/11/South-Sound-911-Board-of-Director-Bylaws.pdf>. South Sound 911 and its Board of Directors is following the guidance from the Tacoma-Pierce County Health Department to take all efforts to prevent the spread of the COVID-19 virus. In the interest of the safety and welfare of the public, the community, and our employees, and to limit the spread of the virus, South Sound 911 urges that public participation at Board of Directors meetings be in written form. Written comments may be submitted to mandy.walters@southsound911.org by 5:00pm on Tuesday, August 11.

Meeting Agenda is as follows:

- I. Call to Order
- II. Roll Call
- III. Public Comment
- IV. Approval of Agenda
- V. Committee Reports
 1. 2021 Budget Presentation –Michael Brandstetter, Finance Committee Chair
- VI. Other Business / Announcements
- VII. Adjournment



DRAFT

2021 DRAFT PRELIMINARY BUDGET

STUDY SESSION AUGUST 12, 2020

SOUTH SOUND 911 HISTORY

- South Sound 911 formed in 2012
 - New tax went into effect on April 1, 2012 and the first revenue was received on June 30, 2012
 - The Policy Board held their first meeting on March 28, 2012
 - 2013 Budget included funding to offset PSAP operations by 10%
- Transitions
 - LESA transitioned on December 17, 2012
 - Fife transitioned on December 28, 2014 (moved to Puyallup in October 2015)
 - WPFR transitioned (budgetary only) on January 1, 2015
 - Puyallup transitioned on January 3, 2016
 - WPFR transitioned employees on January 1, 2017

SOUTH SOUND 911 HISTORY

- In 2012, there were 6 PSAPs serving the citizens of Pierce County. In the Spring of 2021, 5 of the PSAPs will be integrated in the new PSCC and in early 2022, Tacoma Fire Communications will be utilizing the backup communications center.
 - Buckley dispatch closed at the end of 2012 and transitioned to Fife. They had 5.5 FTEs (not including management).
 - In May 2015, CPFR transitioned from Tacoma Fire Communications to WPFR (5 out of 7 commissioned staff to WPFR – all were eventually replaced with civilians).
 - Fire Departments served by Fife Communications transitioned to WPFR in September 2015 (Buckley, Carbonado, Crystal Mountain and Greenwater).
 - Fife Communications (LE only) transitioned to Puyallup Communications to form the Eastside Communications Center in October 2015. There were originally 8 FTEs from Fife and 20 FTEs from Puyallup.
 - On January 1, 2017, WPFR transferred all staff and operations to South Sound 911. There were 26 FTEs and one contracted Communications Center Manager.
 - In May 2017, Eastside Communications moved to S. 35th Street to form LE Comm and Fire Comm moved to the Puyallup Communications Center.

SOUTH SOUND 911 EFFICIENCIES



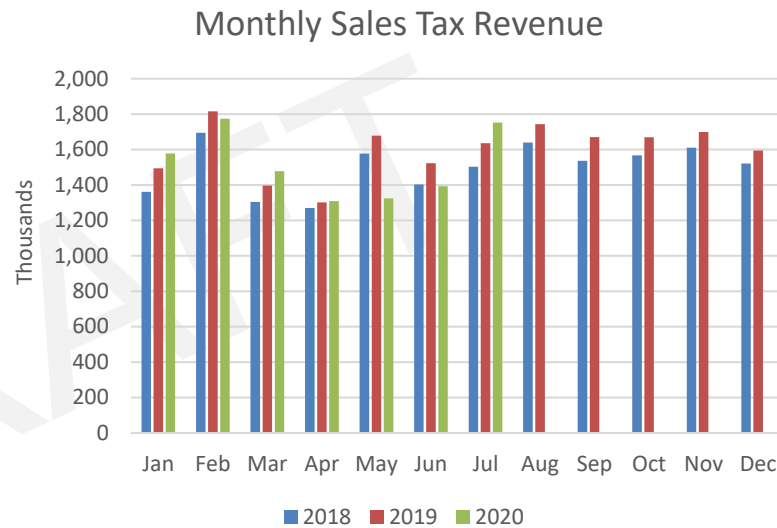
SOUTH SOUND  911

- Communications Staffing Prior to Transition (represented only)
 - Buckley: 5.5 FTEs
 - Fife: 12 FTEs
 - LESA: 107 FTEs
 - Puyallup: 24 FTEs
 - WPFR: 24 FTEs
 - Total Prior to Transition: 172.5 FTEs
 - Current Communications Staffing: 168 FTEs
- Communications Budget
 - Current value of five PSAP Budgets: \$31.2M (4% annual adjustments)
 - 2020 Budget for Communications: \$28.3M
- Building Leases
 - Puyallup: \$122K
 - 945 Tacoma Ave S: \$210K
 - 955 Tacoma Ave S: \$248K
- Regional Technology
 - Radio Infrastructure and Subscriber Units
 - CAD
 - 911 Phone System
 - LE Records Management System (RMS)

1/10th of 1% SALES AND USE TAX REVENUE

Sales Tax Assumptions

- 2020 impacts from COVID are better than expected (thru July)
- Estimates for 2021 remain conservative due to economic uncertainty (mirror Pierce County estimates)
- Estimated revenues exceed bond debt service by more than \$5M
- Annual increases from 2017 thru 2019 averaged over 8%



| | 2016 <i>Actual</i> | 2017 <i>Actual</i> | 2018 <i>Actual</i> | 2019 <i>Actual</i> | 2020 <i>Budget</i> | 2020 <i>Revised</i> | 2021 <i>Budget</i> |
|------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| <i>Sales Tax</i> | 15,198,195 | 16,459,638 | 17,980,597 | 19,216,088 | 18,540,000 | 16,100,000 | 15,490,000 |

ALLOCATION REVENUE - COMMUNICATIONS

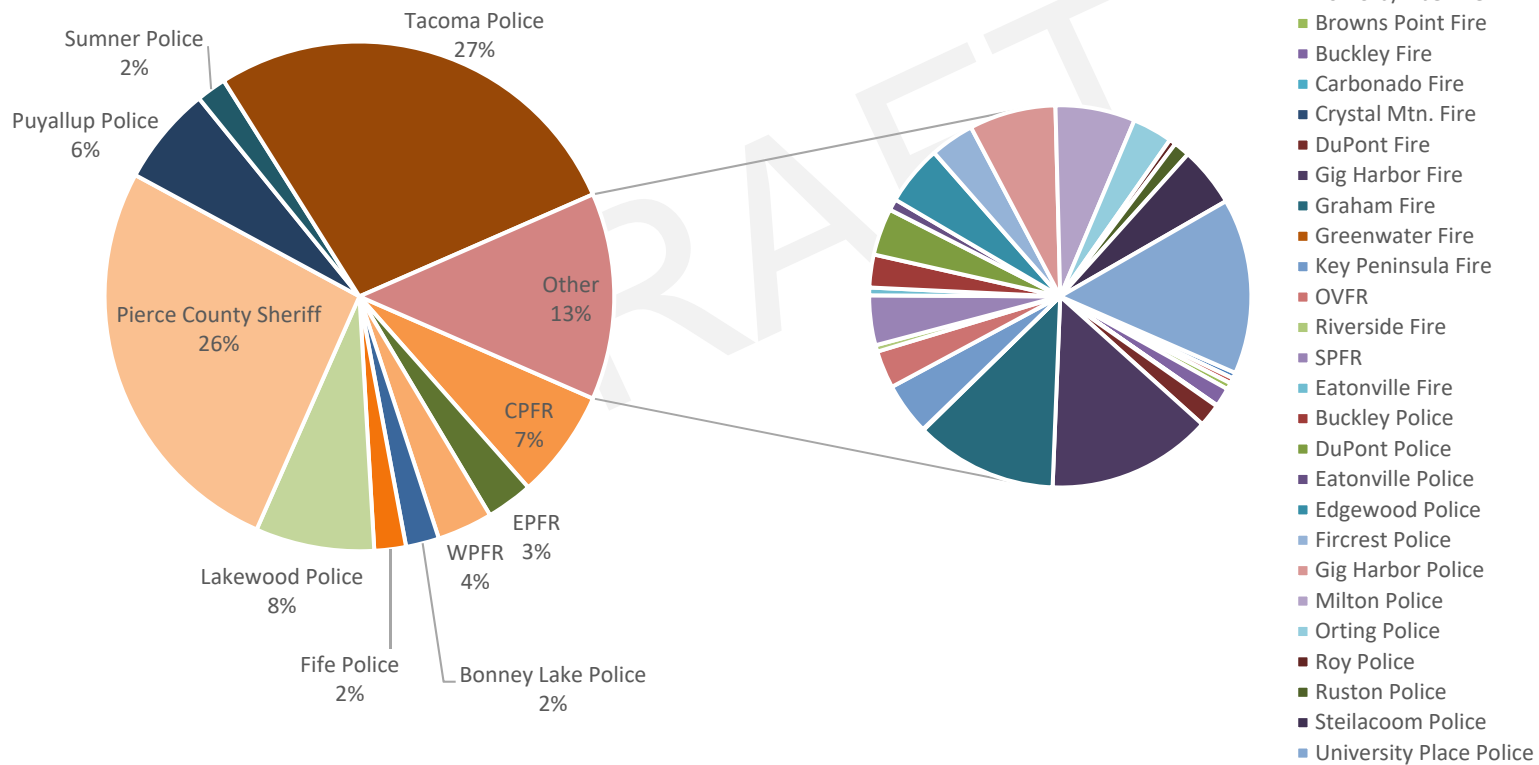
Communications Allocation Assumptions

- Assessments in 2021 are proposed at the same level as 2020
 - Adopted allocation formula has been applied so there is fluctuation between agencies
 - Policy limits annual changes in allocation assessments for communications services to any agency to an increase of not more than 7.5% and a decrease of not more than 4%
- Fire Communications are allocated 70% Calls for Service (CFS) and 30% Assessed Value
- LE Communications are allocated 85% CFS and 15% Population
- Annual increases/decreases from 2017 thru 2020 averaged less than 1%

| | 2016 <i>Actual</i> | 2017 <i>Actual</i> | 2018 <i>Actual</i> | 2019 <i>Actual</i> | 2020 <i>Budget</i> | 2020 <i>Revised</i> | 2021 <i>Budget</i> |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|
| <i>Fire Communications</i> | 3,392,350 | 3,528,180 | 3,615,510 | 3,616,410 | 3,538,120 | 3,538,120 | 3,538,220 |
| <i>LE Communications</i> | 14,850,029 | 15,103,081 | 15,341,514 | 15,514,213 | 15,013,520 | 14,897,700 | 14,897,700 |
| <i>Total</i> | 18,242,379 | 18,631,261 | 18,957,024 | 19,130,623 | 18,551,640 | 18,435,820 | 18,435,920 |

ALLOCATION REVENUE - COMMUNICATIONS

2021 Communications Allocation by Department

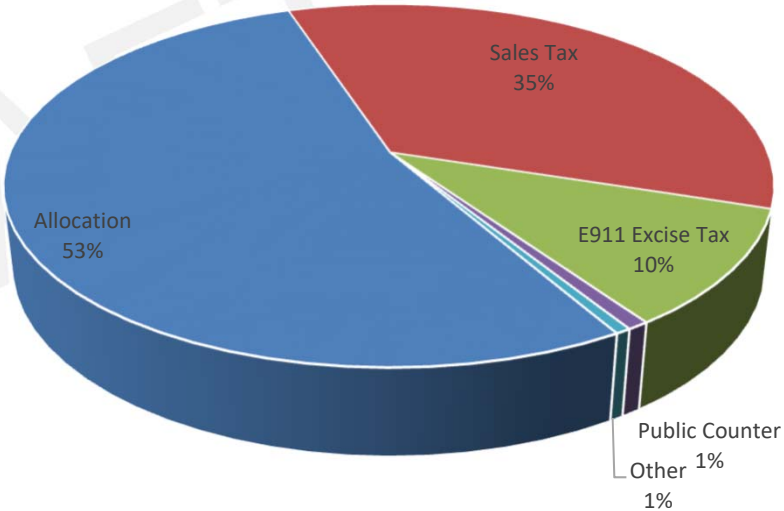


REVENUES – 2021 PRELIMINARY BUDGET

Operating Revenues – Assumptions

- Tax Revenues
 - 1/10th of 1%: 16% less than 2020 Budget
 - E911 Excise Tax: Same amount as 2020 Budget
- Allocation
 - Communications (both Fire and Law Enforcement): Same amount as 2020 Budget
 - Support Services: 8% increase (\$392K)
 - 1/3 of 2019 Excess Fund Balance applied to Allocation
- Other Revenues
 - Permitting/Records Services
 - Interest/Misc.

2021 Budgeted Revenues

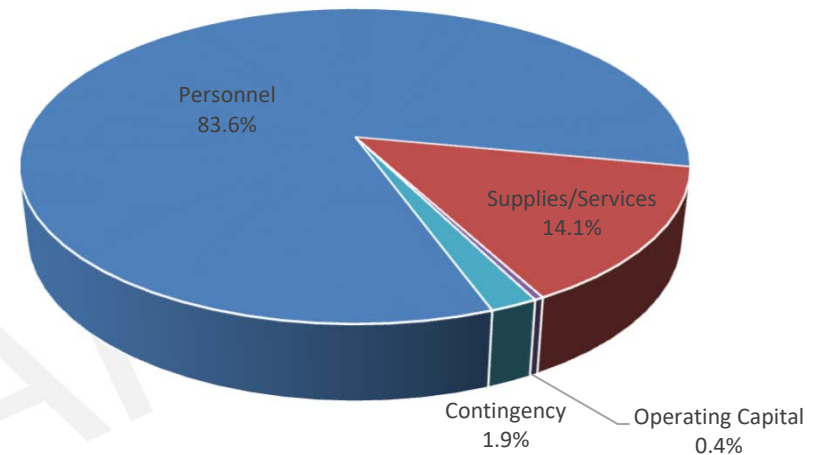


EXPENDITURES – 2021 PRELIMINARY BUDGET

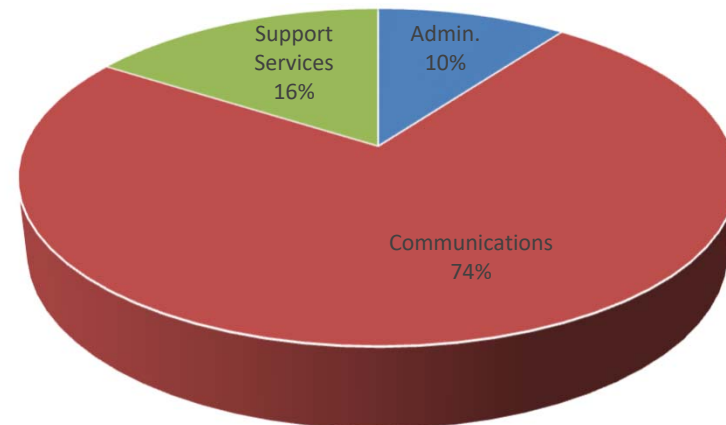
Operating Expenditures – Assumptions

- No Change in Level of Service
- Personnel
 - No new FTEs
 - No wage increases
 - Medical increases 7%; Dental increases 3%
 - Projected decrease in PERS mid 2021
- Supplies/Services
 - Lease payments for Puyallup, 945 Tacoma Ave S, and 955 Tacoma Ave S cease in July
 - Overall decrease of nearly 6% from 2020 Budget
- Operating Contingency - \$800K

2021 Operating Expenditures by Use



2021 Operating Expenditures by Division



ADMINISTRATION – 2021 PRELIMINARY BUDGET

Budget Goals/Objectives:

- Transition to PSCC
- Development of Facilities Maintenance Plan

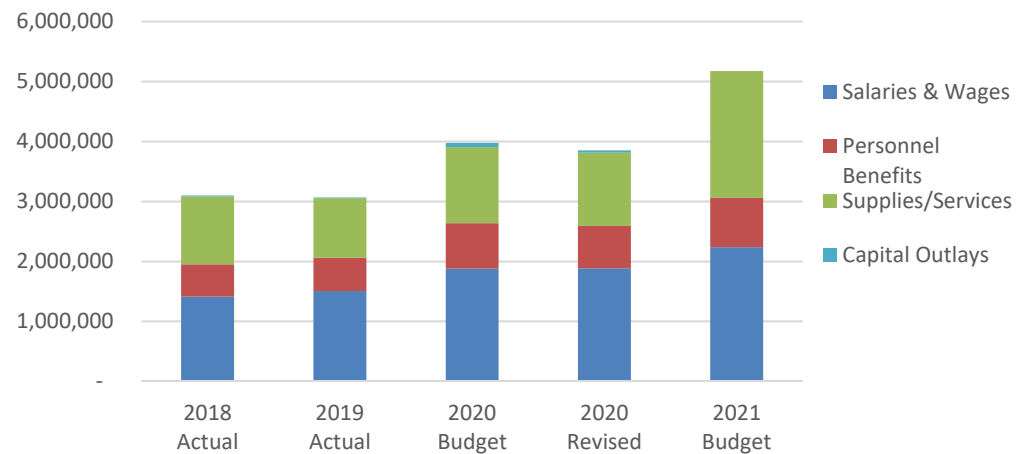
Justification:

- Salaries/Benefits:
 - Transition Deputy Directors from Operations to Executive (costs allocated by FTE)
 - Move .25 FTE Asst. Mgr. – IS to Records
- Supplies/Services
 - Transition all training to Administration (previously budgeted by department)
 - Centralize all supply purchases
 - All PSCC building related expenses moved to Administration (costs allocated by FTE or square footage)



| | 2018 Actual | 2019 Actual | 2020 Budget | 2020 Revised | 2021 Budget | |
|--------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| Salaries & Wages | 1,411,829 | 1,505,420 | 1,878,990 | 1,883,790 | 2,235,990 | 19.0% |
| Personnel Benefits | 539,498 | 554,988 | 756,240 | 707,440 | 822,290 | 8.7% |
| Supplies/Services | 1,131,640 | 992,153 | 1,270,050 | 1,222,710 | 2,114,710 | 66.5% |
| Capital Outlays | 14,851 | 13,641 | 70,000 | 35,600 | - | |
| Total | 3,097,818 | 3,066,202 | 3,975,280 | 3,849,540 | 5,172,990 | 30.1% |

Administration



| FTEs | 2018 Actual | 2019 Actual | 2020 Budget | 2020 Revised | 2021 Budget | Change |
|------------------------|-------------|-------------|-------------|--------------|--------------|-------------|
| Admin/Finance | 5.0 | 6.0 | 6.4 | 6.4 | 6.15 | (0.25) |
| Community Relations | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - |
| Executive | 2.0 | 2.0 | 2.0 | 2.0 | 4.0 | 2.0 |
| Facilities Maintenance | - | 1.0 | 1.0 | 1.0 | 1.0 | - |
| Human Resources | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | - |
| Legislative | - | - | - | - | - | - |
| Total | 13.0 | 15.0 | 15.4 | 15.4 | 17.15 | 1.75 |

TECHNICAL SERVICES – 2021 PRELIMINARY BUDGET

Budget Goals/Objectives:

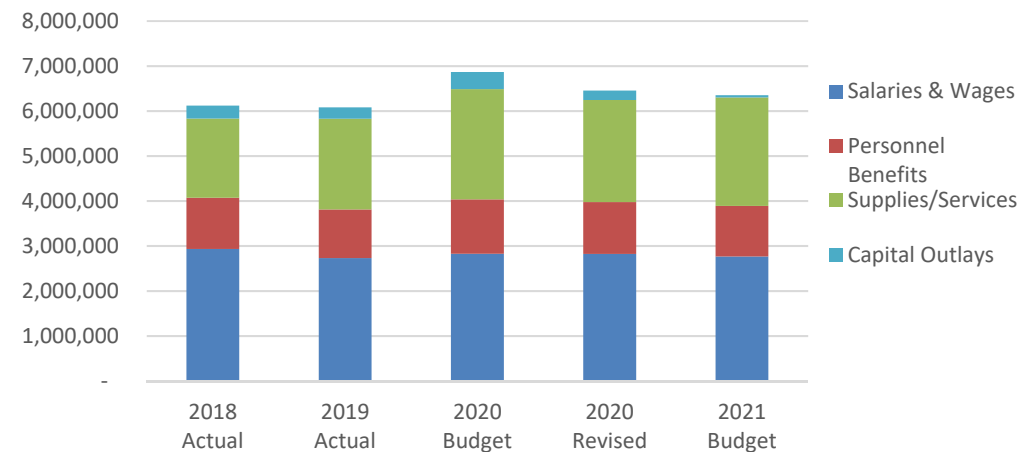
- Transition to PSCC
- Continue evaluation of RMS software and funding plan with LE RMS Working Group

Justification:

- Salaries/Benefits: Refinement of salary and benefit levels of Technical Service team employees
- Capital Outlays: Major reduction due to replacement of most equipment through PSCC Budget in 2020/2021

| | 2018 Actual | 2019 Actual | 2020 Budget | 2020 Revised | 2021 Budget | |
|--------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| Salaries & Wages | 2,933,779 | 2,730,499 | 2,827,210 | 2,822,180 | 2,766,320 | -2.2% |
| Personnel Benefits | 1,139,588 | 1,080,331 | 1,208,100 | 1,152,700 | 1,123,510 | -7.0% |
| Supplies/Services | 1,758,430 | 2,019,626 | 2,451,940 | 2,268,640 | 2,413,510 | -1.6% |
| Capital Outlays | 288,114 | 251,916 | 380,000 | 212,350 | 50,000 | -86.8% |
| Total | 6,119,911 | 6,082,373 | 6,867,250 | 6,455,870 | 6,353,340 | -7.5% |

Technical Services



| FTEs | 2018 Actual | 2019 Actual | 2020 Budget | 2020 Revised | 2021 Budget | Change |
|----------------------|----------------|----------------|----------------|-----------------|----------------|----------|
| CAD | - | - | 3.15 | 3.15 | 3.15 | - |
| Network Operations | - | - | 5.20 | 5.20 | 5.20 | - |
| RMS | - | - | 10.40 | 10.40 | 10.40 | - |
| Support Center | - | 7.0 | 6.25 | 6.25 | 6.25 | - |
| Comm Systems | 8.0 | 8.0 | - | - | - | - |
| Information Services | 23.0 | 15.0 | - | - | - | - |
| Total | 31.0 | 30.0 | 25.0 | 25.0 | 25.0 | - |

COMMUNICATIONS – 2021 PRELIMINARY BUDGET

Budget Goals/Objectives:

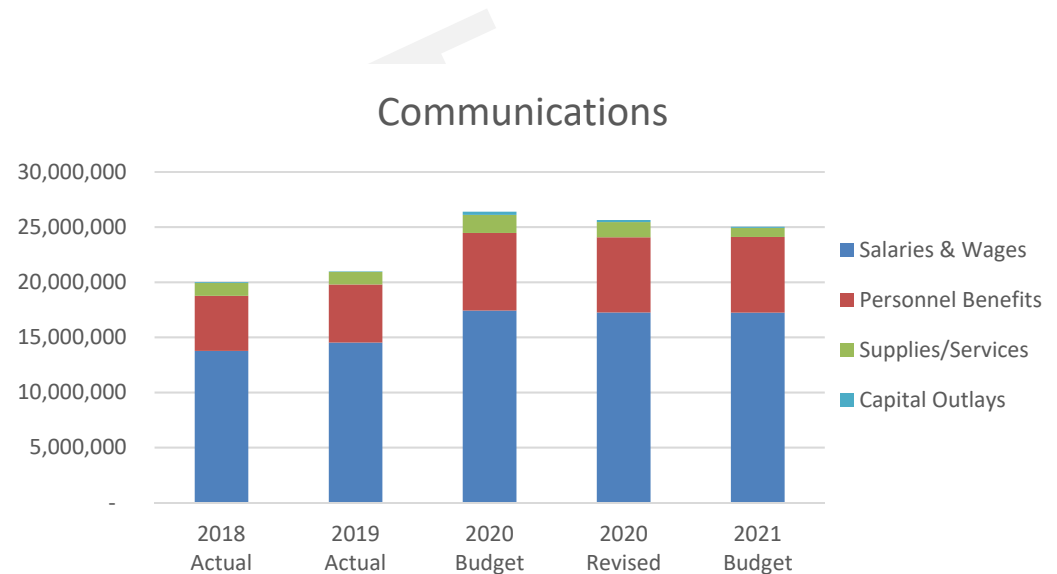
- Transition to PSCC
- Develop and implement plan to integrate Data Dispatch with LE Communications

Justification:

- Salaries/Benefits:
 - Move Deputy Directors to Executive
- Supplies/Services:
 - Transition all training to Administration
 - Centralize all supply purchases – moved to Administration
 - Elimination of lease/maintenance of buildings July 2021 (PSCC building related expenses moved to Administration)


SOUTH SOUND 911

| | 2018 Actual | 2019 Actual | 2020 Budget | 2020 Revised | 2021 Budget | |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Salaries & Wages | 13,766,946 | 14,517,174 | 17,420,820 | 17,244,600 | 17,230,510 | -1.1% |
| Personnel Benefits | 4,988,301 | 5,269,049 | 7,046,510 | 6,822,380 | 6,864,340 | -2.6% |
| Supplies/Services | 1,181,036 | 1,148,876 | 1,631,860 | 1,379,000 | 831,670 | -49.0% |
| Capital Outlays | 65,431 | 50,853 | 291,000 | 200,000 | 100,000 | -65.6% |
| Total | 20,001,714 | 20,985,952 | 26,390,190 | 25,645,980 | 25,026,520 | -5.2% |



| | 2018 Actual | 2019 Actual | 2020 Budget | 2020 Revised | 2021 Budget | Change |
|---------------------|----------------|----------------|----------------|-----------------|----------------|---------------|
| FTEs | | | | | | |
| Fire Communications | 27.75 | 28.0 | 27.5 | 27.5 | 27.0 | (0.50) |
| LE Communications | 120.75 | 120.75 | 119.75 | 119.75 | 119.0 | (0.75) |
| LE Data Channel | - | - | 26.0 | 26.0 | 26.0 | - |
| TFD Communications | - | - | - | - | - | - |
| Total | 148.5 | 148.75 | 173.25 | 173.25 | 172.00 | (1.25) |

LE SUPPORT SERVICES – 2021 PRELIMINARY BUDGET

Budget Goals/Objectives:

- Transition to PSCC
- Review LE Support Services and Cost Allocation plan

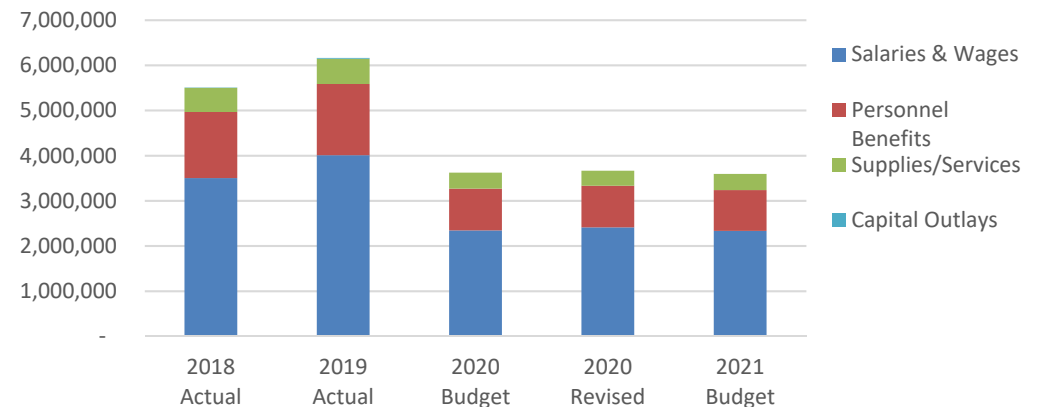
Justification:

- Supplies/Services:
 - Transition all training to Administration
 - Centralize all supply purchases – moved to Administration
 - Elimination of lease/maintenance of buildings July 2021 (PSCC building related expenses moved to Administration)
 - Cost Distribution to Data Dispatch eliminated July 2021



| | 2018 Actual | 2019 Actual | 2020 Budget | 2020 Revised | 2021 Budget | |
|--------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| Salaries & Wages | 3,502,668 | 4,008,283 | 2,345,860 | 2,410,830 | 2,332,820 | -0.6% |
| Personnel Benefits | 1,462,171 | 1,578,782 | 924,140 | 921,270 | 905,320 | -2.0% |
| Supplies/Services | 536,011 | 557,204 | 353,910 | 332,520 | 358,350 | 1.3% |
| Capital Outlays | 8,851 | 18,066 | - | - | - | |
| Total | 5,509,702 | 6,162,335 | 3,623,910 | 3,664,620 | 3,596,490 | -0.8% |

LE Support Services



| FTEs | 2018 Actual | 2019 Actual | 2020 Budget | 2020 Revised | 2021 Budget | Change |
|----------------------|----------------|----------------|----------------|-----------------|----------------|--------|
| Crime Analysis | - | - | 1.0 | 1.0 | 1.0 | - |
| Disclosure | - | - | 3.4 | 3.4 | 3.4 | - |
| Records/Permitting | - | - | 18.45 | 18.45 | 18.45 | - |
| Records/Data Channel | 40.25 | 40.25 | - | - | - | - |
| | 40.25 | 40.25 | 22.85 | 22.85 | 22.85 | - |

2021 PRELIMINARY BUDGET SUBSIDIES

- Subsidy Recommendations for 2021
 - Tacoma Fire Communications Operational Offset of \$382,585 eliminated
 - Tacoma Fire Communications Offset from prior E911 Distribution of \$261,185 maintained (service costs paid by South Sound 911 are deducted from distribution)
 - Annual VHF Overlay Maintenance to Combined Communications Network (CCN) maintained: \$210K
 - Radio System Subsidy for Public Safety:
 - \$1.1M Budgeted in 2020
 - \$560K to CCN
 - \$440K to City of Tacoma
 - \$100K Budgeted for Puyallup was not needed to maintain \$31.50 rate
 - Option A: 2021 Preliminary Budget assumes no Radio System Subsidy
 - Option B: 2021 Preliminary Budget includes \$1M Subsidy

OPTION A – NO RADIO SUBSIDY

| BUDGET SUMMARY 2021 | | | | | | | | | | |
|-------------------------------|------------------------|------------|------------------|--------------------|-------------------|------------------|----------------------|-----------------|---------------|-----------------|
| | General Operating Fund | | | | Strategic Reserve | Facility Reserve | Allocation Reduction | Capital Reserve | Radio Systems | Total All Funds |
| | Admin. | Comm. | Support Services | Total General Fund | | | | | | |
| Beginning Fund Balance | | | | 5,090,480 | 1,500,000 | 3,800,000 | 1,048,780 | 2,097,560 | - | 13,536,820 |
| Revenues: | | | | | | | | | | |
| Allocation | - | 18,435,920 | 5,124,290 | 23,560,210 | | | | | | 23,560,210 |
| Sales Tax | - | 15,490,000 | - | 15,490,000 | | | | | | 15,490,000 |
| E911 Excise Tax | | 4,609,140 | - | 4,609,140 | | | | | | 4,609,140 |
| Licenses & Permits | - | - | 300,000 | 300,000 | | | | | | 300,000 |
| Intergovernmental | 95,150 | - | - | 95,150 | | | | | | 95,150 |
| Charges for Services | - | - | 43,500 | 43,500 | | | | | | 43,500 |
| Interest/Misc. | 150,000 | - | - | 150,000 | | | | | | 150,000 |
| Total Revenues | 245,150 | 38,535,060 | 5,467,790 | 44,248,000 | - | - | - | - | - | 44,248,000 |
| Expenditures: | | | | | | | | | | |
| Salaries & Wages | 2,235,990 | 17,657,600 | 4,736,600 | 24,630,190 | | | | | | 24,630,190 |
| Personnel Benefits | 822,290 | 7,019,710 | 1,886,730 | 9,728,730 | | | | | | 9,728,730 |
| Supplies | 182,500 | 127,500 | 84,440 | 394,440 | | | | | | 394,440 |
| Services/Pass-Thru Pmts. | 1,932,210 | 2,033,850 | 1,437,220 | 5,403,280 | | | | | 210,000 | 5,613,280 |
| Total Operations | 5,172,990 | 26,838,660 | 8,144,990 | 40,156,640 | - | - | - | - | 210,000 | 40,366,640 |
| Capital Outlay | - | 165,000 | - | 165,000 | | | | | | 165,000 |
| Debt Service | - | 9,881,260 | - | 9,881,260 | | | | | | 9,881,260 |
| Contingency | - | 800,000 | - | 800,000 | | | | | | 800,000 |
| Total Expenditures | 5,172,990 | 37,684,920 | 8,144,990 | 51,002,900 | - | - | - | - | 210,000 | 51,212,900 |
| Other Sources (Uses): | | | | | | | | | | |
| Transfers In | - | 6,946,340 | - | 6,946,340 | - | | | | 210,000 | 7,156,340 |
| Transfers Out | - | (210,000) | - | (210,000) | - | (3,800,000) | (1,048,780) | (2,097,560) | - | (7,156,340) |
| Total Other Financing | - | 6,736,340 | - | 6,736,340 | - | (3,800,000) | (1,048,780) | (2,097,560) | 210,000 | - |
| Ending Fund Balance | | | | 5,071,920 | 1,500,000 | - | - | - | - | 6,571,920 |

OPTION B – RADIO SUBSIDY/ALLOCATION INCREASE

| BUDGET SUMMARY 2021 | | | | | | | | | | |
|-------------------------------|------------------------|-------------|------------------|--------------------|-------------------|------------------|----------------------|-----------------|---------------|-----------------|
| | General Operating Fund | | | | Strategic Reserve | Facility Reserve | Allocation Reduction | Capital Reserve | Radio Systems | Total All Funds |
| | Admin. | Comm. | Support Services | Total General Fund | | | | | | |
| Beginning Fund Balance | | | | 5,090,480 | 1,500,000 | 3,800,000 | 1,048,780 | 2,097,560 | - | 13,536,820 |
| Revenues: | | | | | | | | | | |
| Allocation | - | 19,435,920 | 5,124,290 | 24,560,210 | | | | | | 24,560,210 |
| Sales Tax | - | 15,490,000 | - | 15,490,000 | | | | | | 15,490,000 |
| E911 Excise Tax | | 4,609,140 | - | 4,609,140 | | | | | | 4,609,140 |
| Licenses & Permits | - | - | 300,000 | 300,000 | | | | | | 300,000 |
| Intergovernmental | 95,150 | - | - | 95,150 | | | | | | 95,150 |
| Charges for Services | - | - | 43,500 | 43,500 | | | | | | 43,500 |
| Interest/Misc. | 150,000 | - | - | 150,000 | | | | | | 150,000 |
| Total Revenues | 245,150 | 39,535,060 | 5,467,790 | 45,248,000 | - | - | - | - | - | 45,248,000 |
| Expenditures: | | | | | | | | | | |
| Salaries & Wages | 2,235,990 | 17,657,600 | 4,736,600 | 24,630,190 | | | | | | 24,630,190 |
| Personnel Benefits | 822,290 | 7,019,710 | 1,886,730 | 9,728,730 | | | | | | 9,728,730 |
| Supplies | 182,500 | 127,500 | 84,440 | 394,440 | | | | | | 394,440 |
| Services/Pass-Thru Pmts. | 1,932,210 | 2,033,850 | 1,437,220 | 5,403,280 | | | | | 1,210,000 | 6,613,280 |
| Total Operations | 5,172,990 | 26,838,660 | 8,144,990 | 40,156,640 | - | - | - | - | 1,210,000 | 41,366,640 |
| Capital Outlay | - | 165,000 | - | 165,000 | | | | | | 165,000 |
| Debt Service | - | 9,881,260 | - | 9,881,260 | | | | | | 9,881,260 |
| Contingency | - | 800,000 | - | 800,000 | | | | | | 800,000 |
| Total Expenditures | 5,172,990 | 37,684,920 | 8,144,990 | 51,002,900 | - | - | - | - | 1,210,000 | 52,212,900 |
| Other Sources (Uses): | | | | | | | | | | |
| Transfers In | - | 6,946,340 | - | 6,946,340 | - | | | | 1,210,000 | 8,156,340 |
| Transfers Out | - | (1,210,000) | - | (1,210,000) | - | (3,800,000) | (1,048,780) | (2,097,560) | - | (8,156,340) |
| Total Other Financing | - | 5,736,340 | - | 5,736,340 | - | (3,800,000) | (1,048,780) | (2,097,560) | 1,210,000 | - |
| Ending Fund Balance | | | | 5,071,920 | 1,500,000 | - | - | - | - | 6,571,920 |



SOUTH SOUND  911

6 – YEAR BUDGET FORECAST

- Revenue Assumptions
 - 3% increase in Sales Tax in 2022 and thereafter
 - E911 Excise Tax remains flat
 - 4% increase in Allocation revenue
 - 2% increase in other revenues
- Expenditure Assumptions
 - 2.5% decrease in operating expenditures in 2022 and 2023 due to projected PSCC efficiencies
 - 4% increase in operating expenditures after 2023
 - 5% increase in VHF Overlay maintenance

6 – YEAR BUDGET FORECAST

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Beginning Fund Balances: | | | | | | |
| General Fund | 5,090,480 | 5,071,920 | 544,090 | 462,170 | 4,038,080 | 7,553,990 |
| Strategic Reserve | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Facility Reserve | 3,800,000 | - | - | - | - | - |
| Allocation Reduction | 1,048,780 | - | - | - | - | - |
| Capital Reserve | 2,097,560 | - | - | - | - | - |
| Total Beginning Fund Balance | 13,536,820 | 6,571,920 | 2,044,090 | 1,962,170 | 5,538,080 | 9,053,990 |
| Net Sales Tax Available | | | | | | |
| Sales Tax | 15,490,000 | 15,954,700 | 16,433,340 | 16,926,340 | 17,434,130 | 17,957,150 |
| 2012 Bonds | (1,984,500) | (1,984,500) | - | - | - | - |
| 2013 Bonds | (3,710,000) | (3,709,750) | (3,706,500) | - | - | - |
| 2019 Bonds | (4,186,760) | (4,186,360) | (4,190,260) | (4,188,260) | (4,190,260) | (4,190,760) |
| Net Sales Tax Available | 5,608,740 | 6,074,090 | 8,536,580 | 12,738,080 | 13,243,870 | 13,766,390 |
| Radio Funding: | | | | | | |
| Radio System Support | - | - | - | - | - | - |
| VHF Overlay Maintenance | (210,000) | (220,500) | (231,530) | (243,110) | (255,270) | (268,030) |
| Radio System Funding | (210,000) | (220,500) | (231,530) | (243,110) | (255,270) | (268,030) |
| Net Resources | 18,935,560 | 12,425,510 | 10,349,140 | 14,457,140 | 18,526,680 | 22,552,350 |
| Operations: | | | | | | |
| Allocation Revenue | 23,560,210 | 24,502,620 | 25,482,720 | 26,502,030 | 27,562,110 | 28,664,590 |
| E911 Excise Tax | 4,609,140 | 4,609,140 | 4,609,140 | 4,609,140 | 4,609,140 | 4,609,140 |
| Other Revenues | 588,650 | 600,420 | 612,430 | 624,680 | 637,170 | 649,910 |
| Expenditures | (41,121,640) | (40,093,600) | (39,091,260) | (40,654,910) | (42,281,110) | (43,972,350) |
| Net Operations | (12,363,640) | (10,381,420) | (8,386,970) | (8,919,060) | (9,472,690) | (10,048,710) |
| Ending Fund Balances: | | | | | | |
| General Fund | 5,071,920 | 544,090 | 462,170 | 4,038,080 | 7,553,990 | 11,003,640 |
| Strategic Reserve | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Facility Reserve | - | - | - | - | - | - |
| Allocation Reduction | - | - | - | - | - | - |
| Capital Reserve | - | - | - | - | - | - |
| Total Ending Fund Balance | 6,571,920 | 2,044,090 | 1,962,170 | 5,538,080 | 9,053,990 | 12,503,640 |

NON OPERATING EXPENDITURES – 2021 Budget

- Radio Systems
 - Debt Service on 2012 and 2013 Bonds of \$5,694,500
 - Support of VHF Overlay (managed by CCN) - \$210,000
- Facility Capital Project Fund
 - Continuation of PSCC Construction
 - Debt Service of \$4,186,760 for 2019 Bonds
- Facility Reserve Fund
 - Remaining balance from 2020 of \$3.8M used for PSCC debt service
- Strategic Reserve Fund
 - Balance of \$1.5M to be retained for emergency purposes
 - Spending must be authorized by Board of Directors
- Capital Reserve Fund
 - 2/3 of 2019 Excess Fund Balance (\$2.1M) used for operational expenditures due to impacts from COVID-19 revenue losses
 - Current capital needs are funded from PSCC Budget

2021 PRELIMINARY BUDGET – COST ALLOCATION

- 2021 Fire Communications Allocation:
 - 70% CFS and 30% Assessed Value as adopted by Cost Allocation Working Group in 2018
 - CAD Data used for allocation will be based on a three-year average
 - Agencies with fewer than 100 calls for service (annual average) will be assessed a flat rate of \$1,100
 - Agencies with fewer than 200 calls for service (annual average) will be assessed a flat rate of \$2,200
 - Flat rate assessments increased by 5%
 - Annual increases limited to 7.5% and decreases limited to 4.0%
 - Overall 0% increase in allocation

2021 PRELIMINARY BUDGET – COST ALLOCATION

- 2021 LE Communications Allocation:
 - 85% CFS and 15% Population as adopted by Cost Allocation Working Group in 2018
 - CFS defined as:
 - Any activity generating a CAD event exclusive of:
 - Off Duty Logins
 - Medical Aid calls where LE is not dispatched
 - All field events (including traffic stops, suspicious person stops, etc.) weighted at 50%
 - Field events were weighted at 10% in 2019, 20% in 2020 and increased to 30% for 2021
 - CAD events will be attributed to the agency for which the closing officer (the officer who enters the final disposition) is employed
 - CAD Data used for allocation will be based on a three-year average
 - Annual increases limited to 7.5% and decreases limited to 4.0%
 - Overall 0% increase in allocation
- 2021 LE Support Services Allocation: Commissioned Officers and/or Population

2021 PRELIMINARY BUDGET – COMMUNICATIONS ALLOCATION FIRE

| Fire Dispatch: | CFS | AV - 2019 for 2020 | Option A - No Radio Subsidy | | | | Option B - Radio Subsidy | | | |
|-----------------------|--------|-----------------------|-----------------------------|----------------|----------|---------|--------------------------|----------------|----------|---------|
| | | | 2021 Mitigated | 2020 Alloc. | \$ Diff. | % Diff. | 2021 Mitigated | 2020 Alloc. | \$ Diff. | % Diff. |
| Anderson Island #027 | 265 | 355,662,464 | 11,910 | 11,630 | 280 | 2.4% | 12,500 | 11,630 | 870 | 7.5% |
| Ashford/Elbe #023 | 316 | 172,669,005 | 11,170 | 11,010 | 160 | 1.5% | 11,840 | 11,010 | 830 | 7.5% |
| Browns Point #013 | 216 | 556,430,838 | 13,210 | 13,670 | (460) | -3.4% | 14,700 | 13,670 | 1,030 | 7.5% |
| Buckley | 1,049 | 694,731,250 | 38,560 | 39,680 | (1,120) | -2.8% | 42,660 | 39,680 | 2,980 | 7.5% |
| Carbonado | 48 | 68,633,788 | 1,100 | 1,050 | 50 | 4.8% | 1,100 | 1,050 | 50 | 4.8% |
| CPFR #006 | 32,972 | 27,211,705,352 | 1,276,510 | 1,265,470 | 11,040 | 0.9% | 1,360,380 | 1,265,470 | 94,910 | 7.5% |
| Crystal Mountain #025 | 71 | 83,928,096 | 1,100 | 1,050 | 50 | 4.8% | 1,100 | 1,050 | 50 | 4.8% |
| DuPont | 859 | 1,786,146,155 | 46,380 | 47,880 | (1,500) | -3.1% | 51,470 | 47,880 | 3,590 | 7.5% |
| EPFR #022 | 11,859 | 16,889,103,346 | 544,480 | 537,690 | 6,790 | 1.3% | 578,020 | 537,690 | 40,330 | 7.5% |
| Gig Harbor #005 | 6,538 | 12,466,922,881 | 338,100 | 339,440 | (1,340) | -0.4% | 364,900 | 339,440 | 25,460 | 7.5% |
| Graham #021 | 6,751 | 8,032,529,655 | 290,940 | 289,420 | 1,520 | 0.5% | 311,130 | 289,420 | 21,710 | 7.5% |
| Greenwater #026 | 140 | 165,673,907 | 2,200 | 2,100 | 100 | 4.8% | 2,200 | 2,100 | 100 | 4.8% |
| Key Peninsula #016 | 2,424 | 3,015,409,405 | 106,040 | 105,410 | 630 | 0.6% | 113,320 | 105,410 | 7,910 | 7.5% |
| OVFR #018 | 1,899 | 1,848,208,297 | 76,900 | 75,190 | 1,710 | 2.3% | 80,830 | 75,190 | 5,640 | 7.5% |
| Riverside #014 | 527 | 208,200,568 | 13,320 | 12,390 | 930 | 7.5% | 13,320 | 12,390 | 930 | 7.5% |
| SPFR #017 | 2,475 | 2,360,384,368 | 101,580 | 105,810 | (4,230) | -4.0% | 113,750 | 105,810 | 7,940 | 7.5% |
| Eatonville | 424 | 288,138,482 | 15,880 | 16,540 | (660) | -4.0% | 17,780 | 16,540 | 1,240 | 7.5% |
| WPFR #003 | 17,353 | 12,409,496,168 | 648,840 | 662,670 | (13,830) | -2.1% | 712,370 | 662,670 | 49,700 | 7.5% |
| | 86,186 | 88,613,974,025 | 3,538,220 | 3,538,100 | 120 | 0.0% | 3,803,370 | 3,538,100 | 265,270 | 7.5% |

2021 PRELIMINARY BUDGET – COMMUNICATIONS ALLOCATION LAW ENFORCEMENT

| LE Dispatch: | 15% | 85% | Option A - No Radio Subsidy | | | | Option B - Radio Subsidy | | | |
|------------------|----------------|----------------|-----------------------------|-------------------|-----------|-------------|--------------------------|-------------------|----------------|-------------|
| | Population | CFS | 2021 | 2020 | \$ Diff. | % Diff. | 2021 | 2020 | \$ Diff. | % Diff. |
| | | | Mitigated | Alloc. | | | Mitigated | Alloc. | | |
| Bonney Lake | 21,060 | 13,244 | 389,660 | 375,780 | 13,880 | 3.7% | 403,960 | 375,780 | 28,180 | 7.5% |
| Buckley* | 6,040 | 3,250 | 67,310 | 62,610 | 4,700 | 7.5% | 67,310 | 62,610 | 4,700 | 7.5% |
| DuPont | 9,425 | 2,859 | 95,890 | 93,680 | 2,210 | 2.4% | 100,710 | 93,680 | 7,030 | 7.5% |
| Eatonville | 2,970 | 824 | 23,180 | 21,560 | 1,620 | 7.5% | 23,180 | 21,560 | 1,620 | 7.5% |
| Edgewood | 11,390 | 3,562 | 123,000 | 118,170 | 4,830 | 4.1% | 127,030 | 118,170 | 8,860 | 7.5% |
| Fife | 10,140 | 15,331 | 368,330 | 342,630 | 25,700 | 7.5% | 368,330 | 342,630 | 25,700 | 7.5% |
| Fircrest | 6,770 | 2,893 | 90,350 | 85,170 | 5,180 | 6.1% | 91,560 | 85,170 | 6,390 | 7.5% |
| Gig Harbor | 10,770 | 5,911 | 177,220 | 182,870 | (5,650) | -3.1% | 196,590 | 182,870 | 13,720 | 7.5% |
| Lakewood | 59,670 | 38,999 | 1,390,920 | 1,448,880 | (57,960) | -4.0% | 1,399,240 | 1,448,880 | (49,640) | -3.4% |
| Milton | 7,930 | 6,481 | 162,860 | 151,500 | 11,360 | 7.5% | 162,860 | 151,500 | 11,360 | 7.5% |
| Orting | 8,380 | 3,185 | 82,030 | 76,310 | 5,720 | 7.5% | 82,030 | 76,310 | 5,720 | 7.5% |
| Pierce County** | 401,480 | 144,585 | 4,845,490 | 4,581,590 | 263,900 | 5.8% | 4,925,210 | 4,581,590 | 343,620 | 7.5% |
| Pierce Transit | - | - | - | - | - | - | - | - | - | - |
| Puyallup | 41,570 | 37,117 | 1,155,880 | 1,204,040 | (48,160) | -4.0% | 1,242,660 | 1,204,040 | 38,620 | 3.2% |
| Roy | 820 | 342 | 13,460 | 14,020 | (560) | -4.0% | 13,460 | 14,020 | (560) | -4.0% |
| Ruston | 1,005 | 1,182 | 32,670 | 30,930 | 1,740 | 5.6% | 33,250 | 30,930 | 2,320 | 7.5% |
| Steilacoom | 6,450 | 2,735 | 122,290 | 127,390 | (5,100) | -4.0% | 122,290 | 127,390 | (5,100) | -4.0% |
| Sumner | 10,120 | 9,981 | 279,780 | 274,960 | 4,820 | 1.8% | 295,580 | 274,960 | 20,620 | 7.5% |
| MAS | | 2,111 | 71,020 | 73,980 | (2,960) | -4.0% | 71,020 | 73,980 | (2,960) | -4.0% |
| Tacoma | 211,400 | 156,236 | 5,047,080 | 5,257,380 | (210,300) | -4.0% | 5,526,620 | 5,257,380 | 269,240 | 5.1% |
| University Place | 33,090 | 9,050 | 359,280 | 374,250 | (14,970) | -4.0% | 379,660 | 374,250 | 5,410 | 1.4% |
| | 860,480 | 459,878 | 14,897,700 | 14,897,700 | - | 0.0% | 15,632,550 | 14,897,700 | 734,850 | 4.9% |

2021 PRELIMINARY BUDGET – LE SUPPORT SERVICES

| LE Agency: | RMS 2021 | Records/ Permitting 2021 | Warrants 2021 | LE Support Services 2021 | LE Support Services 2020 | \$ Diff. | % Diff. |
|------------------|------------------|--------------------------------|------------------|--------------------------------|--------------------------------|----------------|-------------|
| Bonney Lake | 92,400 | - | - | 92,400 | 78,720 | 13,680 | 17.4% |
| Buckley | 30,800 | - | 8,860 | 39,660 | 33,010 | 6,650 | 20.1% |
| DuPont | 31,590 | 14,190 | 8,860 | 54,640 | 43,810 | 10,830 | 24.7% |
| Eatonville | 15,700 | - | 4,430 | 20,130 | 19,290 | 840 | 4.4% |
| Edgewood | 33,880 | 16,750 | 9,750 | 60,380 | 53,140 | 7,240 | 13.6% |
| Fife | 92,400 | 11,340 | - | 103,740 | 98,060 | 5,680 | 5.8% |
| Fircrest | 28,270 | 7,570 | - | 35,840 | 33,750 | 2,090 | 6.2% |
| Gig Harbor | 61,690 | - | - | 61,690 | 55,210 | 6,480 | 11.7% |
| Lakewood | 298,750 | 102,100 | 85,960 | 486,810 | 482,490 | 4,320 | 0.9% |
| Milton | 44,340 | 13,970 | 12,410 | 70,720 | 67,590 | 3,130 | 4.6% |
| Orting | 25,550 | 9,370 | 7,090 | 42,010 | 42,400 | (390) | -0.9% |
| Pierce County | 855,440 | 547,420 | 239,270 | 1,642,130 | 1,523,520 | 118,610 | 7.8% |
| Pierce Transit | 61,600 | - | - | 61,600 | 45,000 | 16,600 | 36.9% |
| Puyallup | 209,430 | - | 60,260 | 269,690 | 224,530 | 45,160 | 20.1% |
| Roy | 6,340 | 1,650 | 1,770 | 9,760 | 9,340 | 420 | 4.5% |
| Ruston | 15,400 | 2,950 | 4,430 | 22,780 | 21,840 | 940 | 4.3% |
| Steilacoom | 31,410 | 7,210 | 8,860 | 47,480 | 45,320 | 2,160 | 4.8% |
| Sumner | 58,520 | - | 16,840 | 75,360 | 72,310 | 3,050 | 4.2% |
| Tacoma | 1,131,380 | 367,320 | 318,140 | 1,816,840 | 1,681,130 | 135,710 | 8.1% |
| University Place | 52,360 | 43,200 | 15,070 | 110,630 | 100,990 | 9,640 | 9.5% |
| | 3,177,250 | 1,145,040 | 802,000 | 5,124,290 | 4,731,450 | 392,840 | 8.3% |