



City of Tacoma Digital Budget Book



Proposed Version

Last updated 10/04/22



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INTRODUCTION



2023-2024

CITY OF TACOMA

PROPOSED BIENNIAL

OPERATING & CAPITAL

BUDGET





Victoria Woodards
Mayor



Catherine Ushka
Deputy Mayor



John Hines
District 1



Sarah Rumbaugh
District 2



Keith Blocker
District 3



Joe Bushnell
District 5



Kiara Daniels
At-Large



Olgy Diaz
At-Large

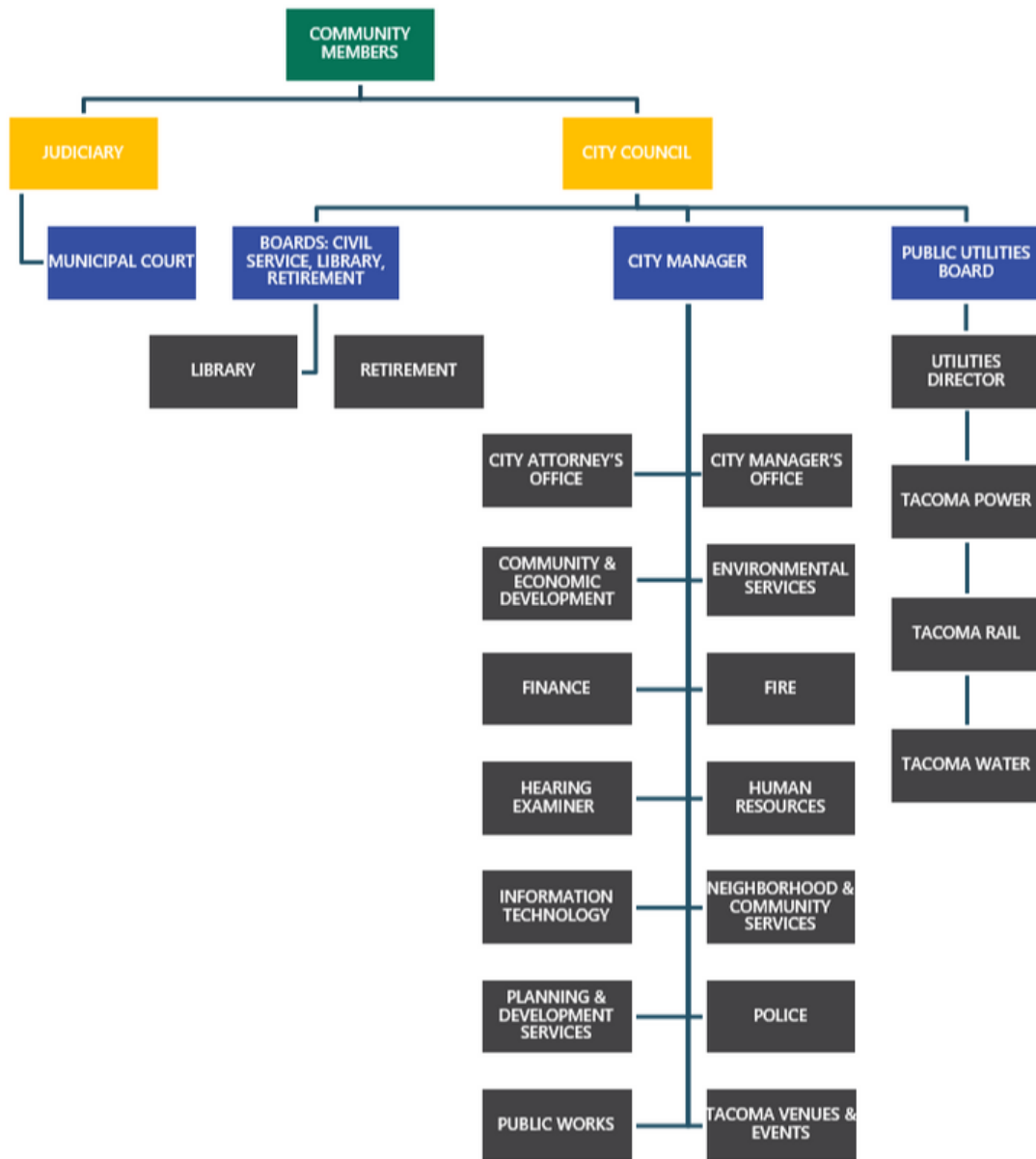


Kristina Walker
At-Large



Elizabeth Pauli
City Manager

Organization Chart



General Government

Bill Fosbre

City Attorney's Office

Jeff Robinson

Community & Economic Development

Mike Slevin

Environmental Services

Andy Cherullo

Finance

Chief Tory Green

Fire

Jeff Capell

Hearing Examiner

Shelby Fritz

Human Resources

Daniel Key

Information Technology

Kate Larsen

Library

Michelle Petrich

Municipal Court

Allyson Griffith

Neighborhood & Community Services (Interim)

Kathryn Johnston

Office of Management & Budget

Peter Huffman

Planning & Development Services

Chief Avery Moore

Police

Josh Diekmann

Public Works (Interim)

Timothy Allen

Retirement

Adam Cook

Tacoma Venues & Events

Executive Leadership

Elizabeth Pauli

City Manager

Kurtis Kingsolver

Acting Deputy City Manager

Lisa Woods

Office of Equity and Human Rights

Rosheida Myers

Executive Assistant to the City Manager

Melanie Harding

Assistant to the City Manager

Jeff Lueders

Media & Communications (Interim)

Laurie Hardie

Office of Health and Safety



Tacoma Public Utilities

Jackie Flowers

Director and Chief Executive Officer

Chris Robinson

Tacoma Power Superintendent

Scott Dewhirts

Tacoma Water Superintendent

Dale King

Tacoma Rail Superintendent

Jim Sant

Deputy Director for Administration



City of Tacoma At a Glance

Page Overview: Population Overview, Household Analysis, Housing Overview, Economic Analysis, Unemployment, Tacoma Employers



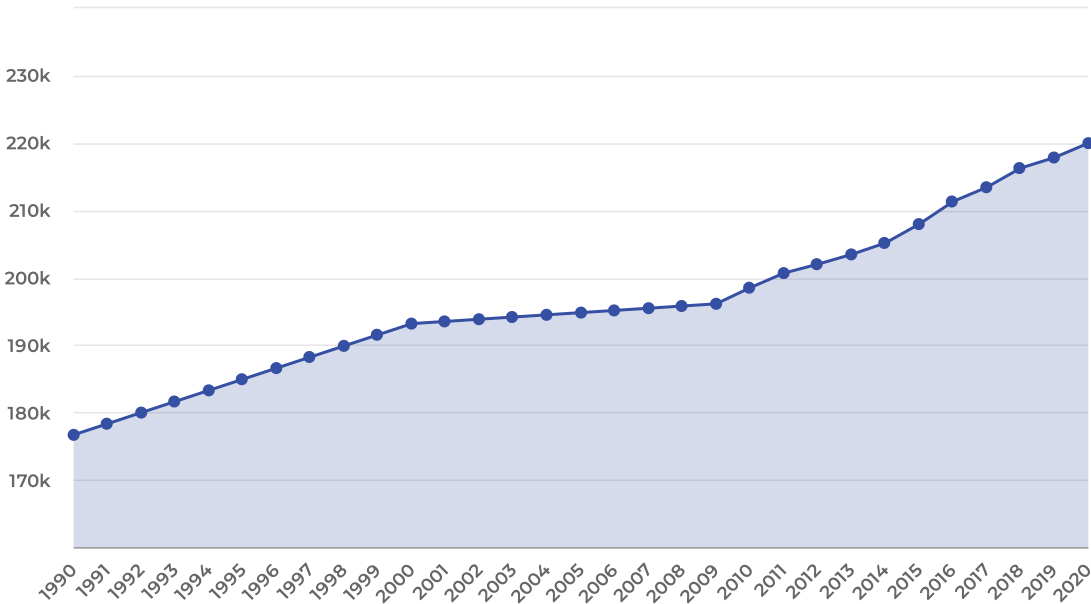
Population Overview



TOTAL POPULATION
219,967

▲ **1%**
vs. 2019

GROWTH RANK
186 out of **284**
Municipalities in Washington



** Data Source: Client entered data for year 2020*

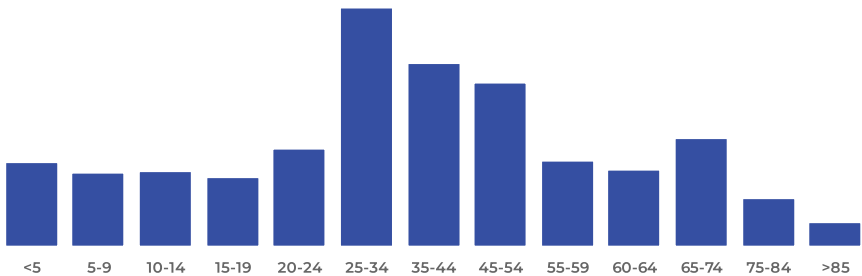


DAYTIME POPULATION
234,391

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

** Data Source: American Community Survey 5-year estimates*

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

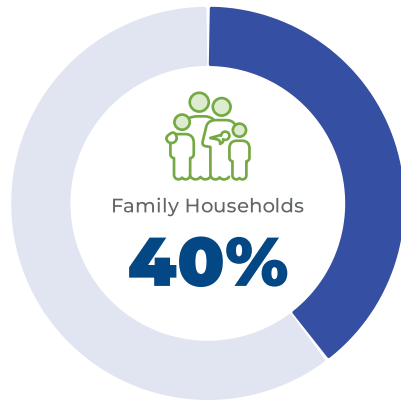
** Data Source: American Community Survey 5-year estimates*

Household Analysis

TOTAL HOUSEHOLDS

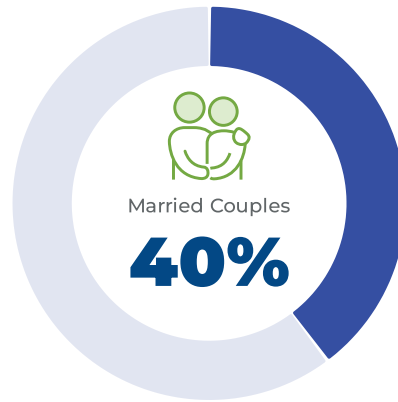
86,563

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



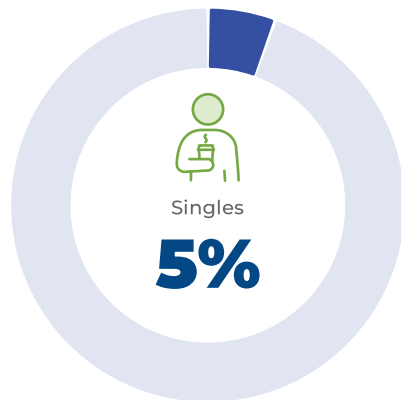
▼ 21%

lower than state average



▼ 21%

lower than state average



▲ 27%

higher than state average



▲ 18%

higher than state average

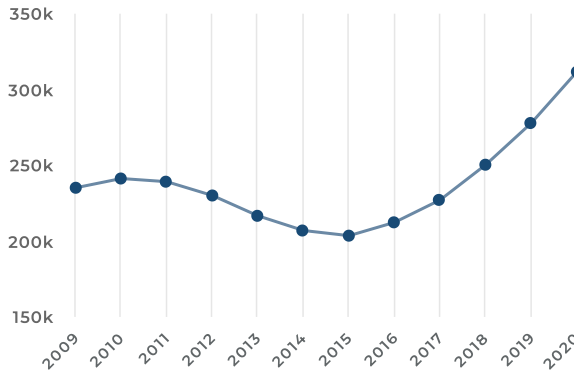
** Data Source: American Community Survey 5-year estimates*

Housing Overview



2020 MEDIAN HOME VALUE

\$311,700

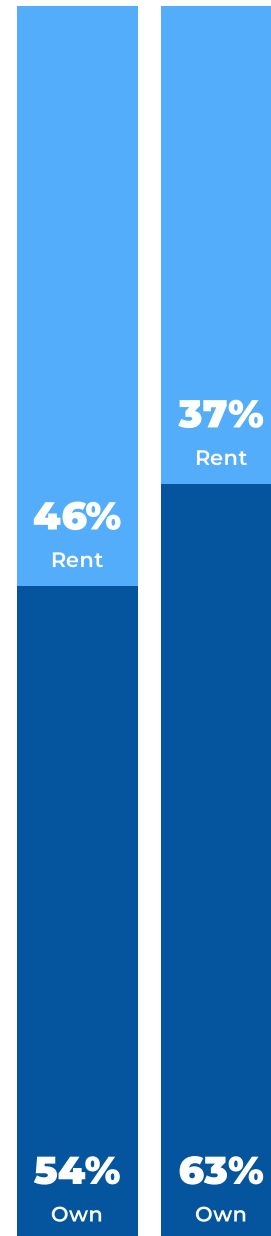


* Data Source: 2020 US Census Bureau

(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME OWNERS VS RENTERS

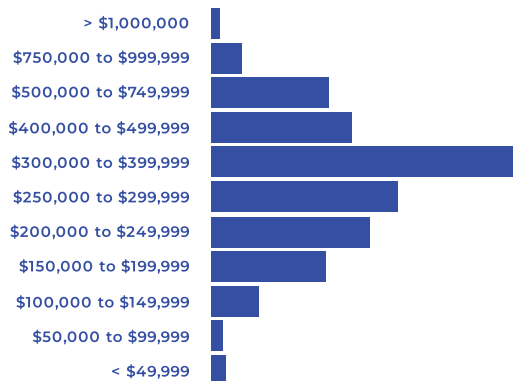
Tacoma State Avg.



* Data Source: 2020 US Census Bureau

(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME VALUE DISTRIBUTION



* Data Source: 2020 US Census Bureau

(<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.

HOUSEHOLD INCOME

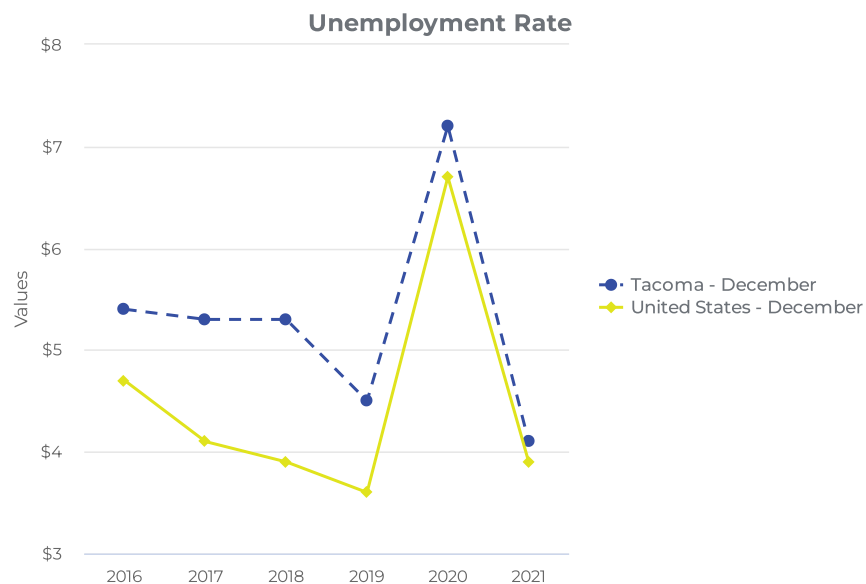
Median Income

\$64,457

▼ 16%
lower than state average

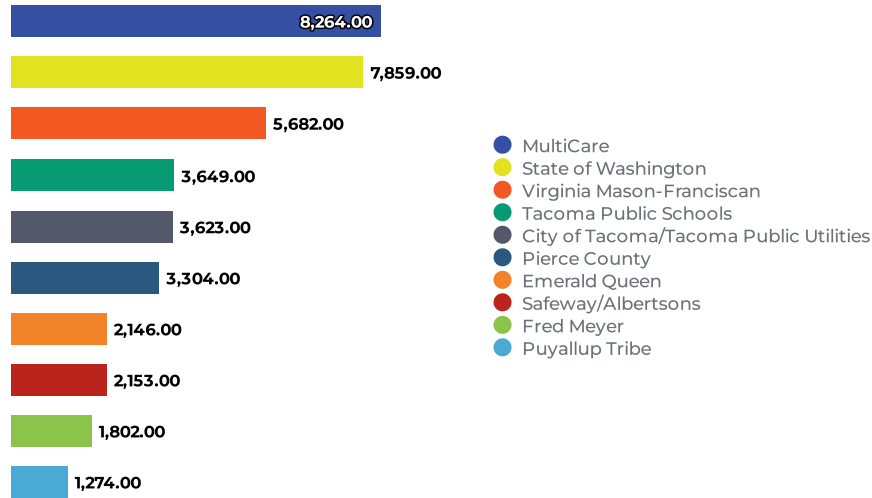
** Data Source: Tacoma, WA 2020*

Unemployment



Tacoma Employers

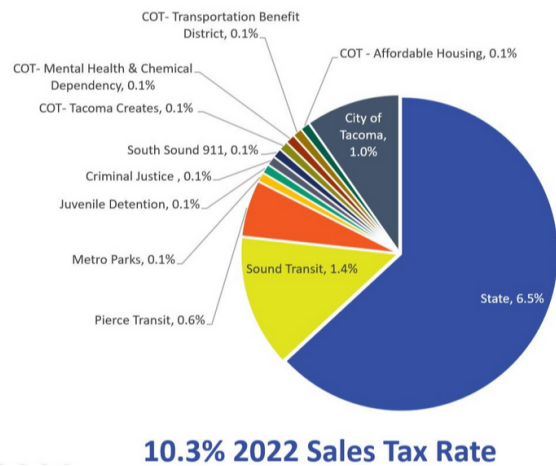
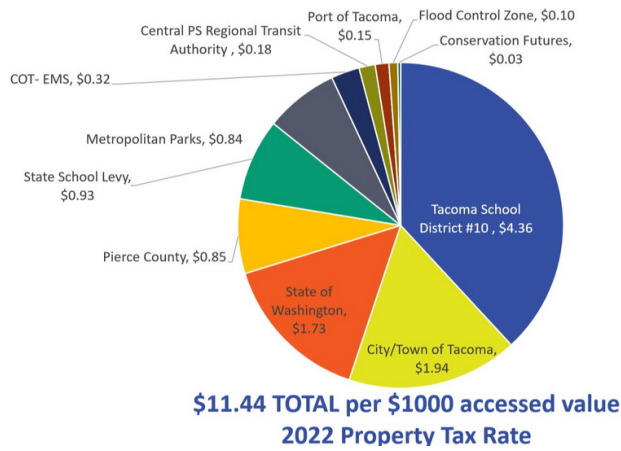
Top 10 Tacoma-area Employers



Values

Note that these are the top 10 Tacoma-area employers with at least some employees based in Tacoma. This data is for the year 2020.

Local Property Tax and Sales Tax Rates



Mission, Vision, and Guiding Principles

Our Mission

The City of Tacoma provides high-quality, innovative, and cost-effective municipal services that enhance the lives of its citizens and the quality of Tacoma's neighborhoods and business districts.

Our Vision

Tacoma is a livable and progressive international city, regarded for the richness of its diverse population and its natural setting.

Our Guiding Principles

Integrity. We conduct our personal, work group, and organizational actions in an ethical and honest manner, and we serve as responsible stewards of the public resources entrusted to us.

Service. We treat everyone with courtesy and empathy. We provide customer-focused municipal services that produce high value and results.

Excellence. We achieve the highest performance possible. We use collaborative and inclusive approaches to organizational and community issues. We are accountable for individually and collectively meeting high standards.

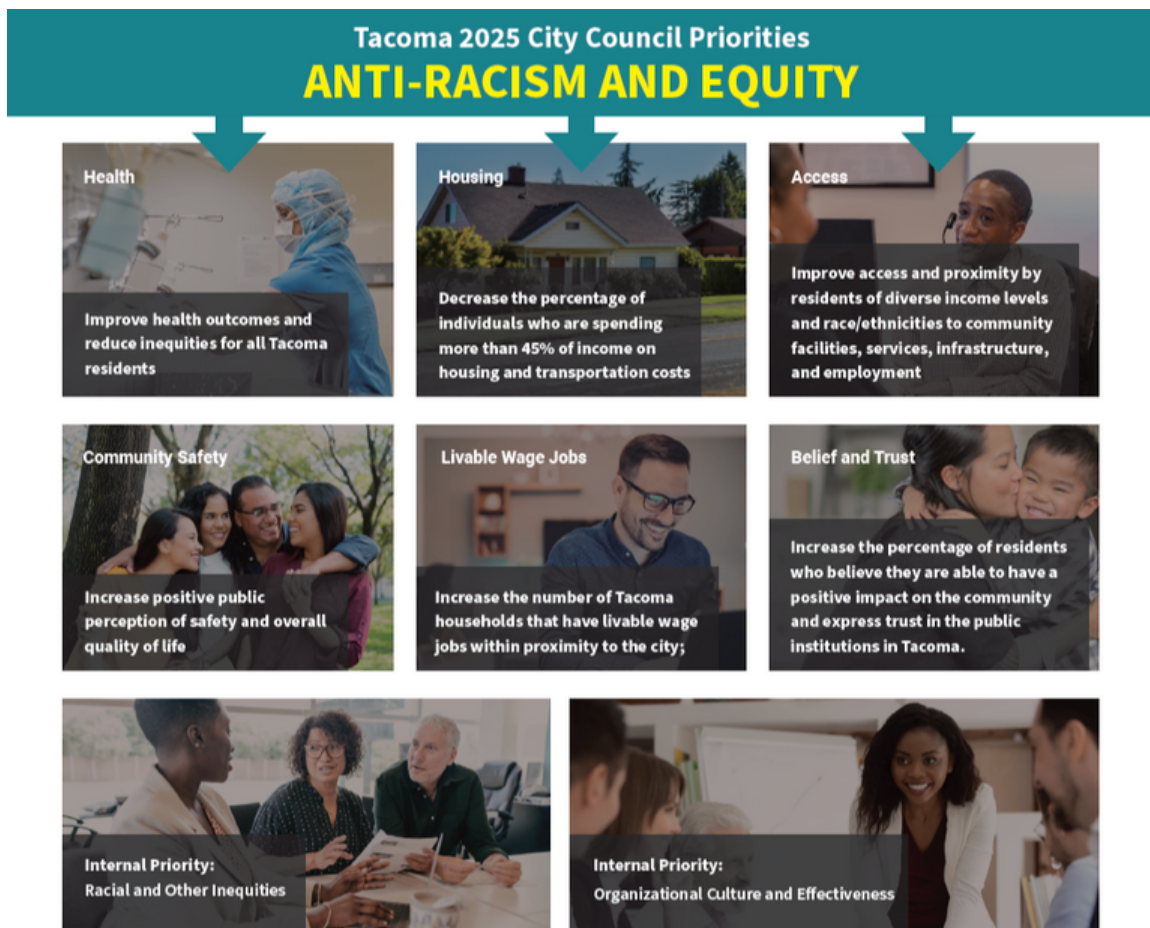
Equity. We understand and reflect the community we serve. We ensure every community member has services and opportunities that will enable people to satisfy their essential needs and advance their well-being.

Tacoma 2025: Strategic Plan and 2023-2024 Priorities

Tacoma's Strategic Plan is based on a vision the community set for the city. The plan guides the City of Tacoma's efforts and resources toward a common vision for its future that reflects community desires, current and future trends, and bolsters the unique position of Tacoma within the Puget Sound region.

As part of the City's biennial planning process, the City Council identifies priorities to help guide City of Tacoma decision-making, especially during a crisis or budget deficit. These priorities inform decisions related to the essential services provided by the City to create and maintain a high quality of life for all Tacoma residents.

Developing the 2023-2024 Priorities began with Tacoma 2025, the City of Tacoma's Strategic Plan, which captured the vision of more than 2,000 community members, and the City's 2022 Community Survey. Building on the community's guidance, the Tacoma City Council identified their highest priority Tacoma 2025 indicators during their annual Strategic Planning Work Session in March 2022 and further developed over the summer of 2022. These priorities helped guide the development of the City Manager's Biennial Budget.



Transmittal Letter

From the Office of City Manager Elizabeth Pauli



To the Honorable Mayor and City Council:

I am pleased to transmit to you the 2023-2024 Proposed Biennial Budget for the City of Tacoma.

As a document, the proposed budget reflects your policy decisions, and serves as an operational framework, a financial plan, and a communications tool. As a values statement, it is one of the most fundamentally important ways that we demonstrate our commitment to the community.

Over the course of the current biennium, we focused our resources on COVID-19 recovery, while advancing Council and community priorities by developing and adopting strategic plans, and using our equity tool to direct our spending to have the greatest impact on the greatest need. We will be able to maintain this positive momentum with the adoption of the 2023-2024 Proposed Budget. With this proposed budget, we will be able to make meaningful progress towards our goal, and our closely held value, of increasing the health and safety of everyone in our community, while continuing our commitment to equitably provide the essential services that each of our community members rely on in their daily lives.

While I invite the Council and community to explore the proposed budget in detail, this transmittal letter provides a high-level overview of the budget development process and budget highlights.

Budget Development & Approach to Closing the Budget Gap

Our budget development process honored our value of becoming an anti-racist organization, and City Council Resolution No. 40622, which directs staff to develop the budget with anti-racism as a top priority. To accomplish this, the Office of Equity and Human Rights guided departmental staff and cross-functional teams through a comprehensive review of over 800 City programs. These teams evaluated how our services address disparities and advance departmental Racial Equity Action Plans.

This budget was developed in an economic climate associated with cost growth and inflationary impacts as well as slowing and less-predictable revenue growth. The cost pressures faced by much of our community and local businesses are also impacting the City's service costs. In June, as we started our budget development process, the Office of Management and Budget projected that the City's general fund faced a \$24 million deficit due to projected revenues increasing at a slower rate than expenses.

Adjustments to both revenue and expenses were made to address the gap in the proposed budget. In closing this gap, **no** reductions were made in the priority areas of community safety, housing, and affordable housing services. In fact, the proposed budget maintains our momentum through increased investment in these areas.

The gap was closed by updating our revenue projections to recognize positive revenue trends experienced in the first half of the year and by both reducing and realigning expense budgets to better match spending trends from the past several years. In addition, this proposal includes a revenue enhancement through an increase in business license fees.

The proposed budget also responds to emerging community needs by adding or expanding services through use of American Rescue Plan Act funding, supporting capital investments using positive revenues in our Real Estate Excise Tax, leveraging one-time savings and resources from 2021-2022, and implementing an excise tax on solid waste services to support a sustainable response to litter and debris removal.



Council Priorities and Community Vision

The proposed budget maintains or expands funding in Council priority areas. It focuses on implementation of Council directed strategies and adopted plans, helping us to maintain momentum on recommendations in the Climate Action Plan, Violent Crime Reduction Plan, Affordable Housing Action Strategy, Homelessness Strategy, Home in Tacoma, and Vision Zero.

To maximize our momentum, funding for new or expanded services is directed to programs ready for implementation. Support for planning efforts for other projects is also included with opportunity for funding to be reviewed when strategies for implementation have been developed in greater detail.

Maintaining our momentum in addressing sheltering, homelessness services, and affordable housing, programs and services that were expanded during the pandemic will continue at those levels in the proposed budget. The proposed budget also provides for further expansion of sheltering services through capital and operating investments and adds funding for affordable housing permitting, infrastructure and the acquisition of new properties.

The proposed budget will allow our police department to maintain its momentum in building a department that can “Protect and Reflect” our community and address violent crime. At the same time, we will pilot alternative crisis response models, expand the Homeless Engagement and Alternatives Liaison (HEAL) outreach team, add a social worker to support the library system, and develop a Community Safety Plan to guide safety efforts beyond policing.

Maintaining the foundation upon which all City services rely, the proposed budget sets aside reserves to ensure our continued financial resilience, while investing in key systems, facilities, and support services such as Human Resources staff, repair of essential facilities and fleet vehicles, and vital technology projects.

Summary

In 2023-2024, with the adoption of the proposed budget, the City will continue the forward momentum of transforming how we meet the basic needs of our community as we move strategically towards the community vision for Tacoma's future. This budget ensures that the City will be in a sound financial position to:

- Provide City services that meet the essential health and safety needs of our community
- Follow through on its commitment to anti-racist systems transformation
- Address significant Council priority areas of affordable housing, homelessness, community safety and access; and
- Implement Council-directed strategies and plans

I would like to express my gratitude to the City Council and our community, department directors, budget office staff, and our employees, for all their assistance in developing the proposed budget. More importantly, I want to share my thanks for the energy, drive, collaboration and commitment that creates and maintains the momentum that moves our community forward.



Elizabeth Pauli
City Manager



BUDGET HIGHLIGHTS



2023-2024 Highlights Section - Overview

This City's budget is one of the most basic and important ways that the City demonstrates its commitment to the community. The proposed budget serves as an operational framework, a financial plan, and a policy tool.

Over the course of the 2021-2022 biennium, the City focused resources on COVID-19 mitigation and recovery efforts, while advancing Council and community priorities. The 2023-2024 Proposed Budget reflects continued commitment to maintaining a strong fiscal position, increasing the health and safety of everyone in the community, and equitably providing essential services. This section will highlight some of the investments made in each of the Council Priority Areas.

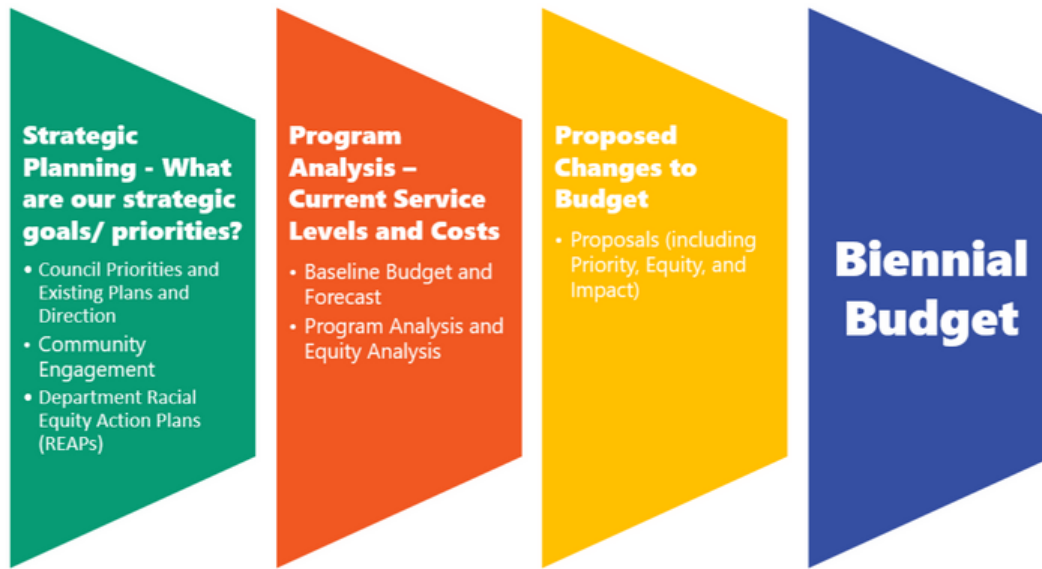
The City plans its budgets on a two-year cycle. This budget approach is referred to as a biennial budget. The Proposed Budget sets the spending priorities and restrictions for the next two-year period, January 2023 through December 2024. The City's budget development process entails a comprehensive effort designed to incorporate input from community members, the vision, priorities, and guidance of the Mayor and City Council, and technical advice and recommendations from department directors and employees. Throughout 2022, staff worked to clarify the City's strategic direction and align spending to meet the priorities of the City Council and the community.

Guiding Principles

As part of the City's ongoing commitment to Fiscal Sustainability, the City Manager followed a set of principles to translate the community and City Council priorities into the 2023-2024 Proposed Budget. These are based on principles from the Government Finance Officer's Association as well as the City's Guiding Principles.



Budget Development Process



Strategic Planning

The City begins the budgeting process by identifying strategic goals and priorities. These goals and priorities are identified through existing plans and direction from the City Council, department-based Racial Equity Action Plans, or REAPs, and community engagement.

Program Analysis

The City uses these goals and priorities to develop an engagement strategy to involve and inform the community around key budget issues and identify areas for service improvement and investment. The Office of Management & Budget also works with departments to assess the impact of their programs and services on the City's organizational goals to focus investments on results and outcomes. This assessment includes a focus on the impact of services and programs on the City's anti-racism and equity goals.

Proposed Changes to the Budget

The analysis of programs, City Council Priorities, and community feedback all inform the City Manager's decision-making process to address the City's financial position in 2023-2024. The City Manager balances and aligns all these factors and proposes a biennial budget to the City Council. The City Council ultimately approves the biennial budget before the beginning of the New Year.

Community Engagement

Due to many changes at the City--including the COVID-19 pandemic, shifts in operations, and to maximize access--the Office of Management and Budget conducted community engagement and outreach in three different ways:

- The 2022 Community Survey conducted via phone
- Online engagement, including the use of the tool Balancing Act
- In-person engagement, including participation in various community events such as farmers markets and festivals

Community Survey



The 2022 Community Survey was conducted between November 15, 2021 and January, 2022. 750 Tacoma residents were randomly surveyed on which City services they feel are important and what future challenges the City might face. The results of the survey were shared with the City Council at the March 29th City Council Study Session.

The results of the survey show that the **major issues facing Tacoma in the next 5 years**, according to residents, are the following:

- Homelessness (40%)
- Housing/Housing Shortage/Land Shortage (19%)
- Crime (13%)

More information, including the full report, can be found on the City of Tacoma's Office of Management and Budget website at cityoftacoma.org/budget.

Balancing Act

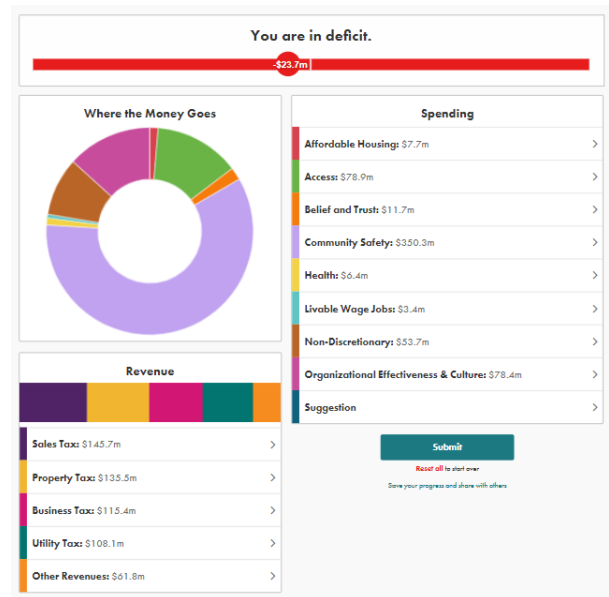
Balancing Act

Balancing Act is an online outreach tool used by the Office of Management and Budget to gauge community members' priorities through "balancing" a simulated City of Tacoma budget.

In the Spending section of the tool, the budget's General Fund is broken down into categories that mirror the City Council's priority areas: Access, Affordable Housing and Homelessness, Belief & Trust, Community Safety, Health, Livable Wage Jobs, Organizational Effectiveness and Culture, and Non-Discretionary Funds

Community members participated in the activity by increasing or decreasing spending in different categories and subcategories.

You can read more about the Balancing Act tool on the City of Tacoma's Office of Management and Budget page at: cityoftacoma.org/balancingact.[🔗](#)



Results

1,356 Views, 163 Submissions, 2 Online Events

Top 3 Areas for Increased Funding

1) Access, 2) Affordable Housing, 3) Community Safety

Top 3 Areas for Decreased Funding

1) Community Safety, 2) Organizational Effectiveness & Culture, 3) Access

In-Person Events

279 Participants at 5 Events

Priority for Improvement

- Affordable Housing and Homelessness (93)
- Community Safety (50)
- Health (42), Access (39), Livable Wage Jobs (38)

Event	Date	Participants
Broadway Farmers Market*	June 2022	48
Eastside Farmers Market*	June 2022	63
MOSAIC	July 2022	98
Hilltop Street Fair	August 2022	38
McKinley Hill Neighborhood Fair	September 2022	32
TOTAL	Summer 2022	279



*The Office of Management and Budget attended these events twice.

Economic Conditions and Projections

The 2023-2024 Proposed Budget was developed in an economic climate with cost growth and inflationary impacts as well as slowing and less-predictable revenue growth. The uncertain economic environment has influenced many of the City's funds and financial outlook. The 2023-2024 Proposed Budget began with a baseline expense evaluation process, analyzing the ongoing cost for services provided by the City. The 2023-2024 baseline budget removed one-time enhancements included in the 2021-2022 budget, restored one-time reductions, adds any ongoing proposals from the 2021-2022 biennium (modification process or corrections), and includes cost increases due to contractual changes, projected labor costs, and other economic and inflationary factors. Revenue projections were completed by City departments, particularly those responsible for Enterprise Funds. Projections for General Fund revenues were prepared by the Office of Management and Budget.

In June 2022, the Office of Management and Budget put these projection processes together. This process yielded a projection showing that the City's General Fund--which primarily draws funding from sales tax collections, business and occupation taxes, and property taxes--faced a \$24 million deficit due to projected revenues increasing at a slower rate than expenses. The proposed budget addresses this gap through updated projections of revenues and expenses, reductions to expenses, and increases in revenues. In closing this gap, no reductions were made in the priority areas of community safety, housing, and affordable housing services. In fact, the proposed budget maintains momentum to address these priorities through increased investment in these areas.

With the 2023-2024 Proposed Budget, the City will continue the forward momentum of transforming how the City meets the basic needs of the community as it moves towards the community's vision. This budget ensures that the City will be in a sound financial position to:

- Provide City services that meet the essential health and safety needs of our community;
- Follow through on its commitment to anti-racist systems transformation;
- Address significant Council priority areas of affordable housing, homelessness, community safety and access; and
- Implement Council-directed strategies and plans.

Citywide Budget Overview

The City's total 2023-2024 Proposed Budget is \$4.4 billion to provide a variety of services, ranging from public safety to street repair to utilities to funding for human services. The City manages these services using accounts – called funds – to track expenditures and revenue sources. Of the total Adopted Budget, \$614 million, or 14%, is allocated to the General Fund, which is associated with traditional City services such as Police, Fire, and Libraries.

Police - Provide patrol services, community-based policing, criminal investigations, and manages dispatch services.

General Fund and Special Revenue Funds

Libraries - Operate eight municipal libraries that provide access to traditional library services as well as computers and electronic items.

General Fund and Special Revenue Funds

Fire - Provide fire suppression, emergency medical services, and assists in planning for emergency management and fire prevention.

General Fund and Special Revenue Funds

Neighborhood and Community Services - Manage the City's human services contracts and ensure compliance with City codes by property owners.

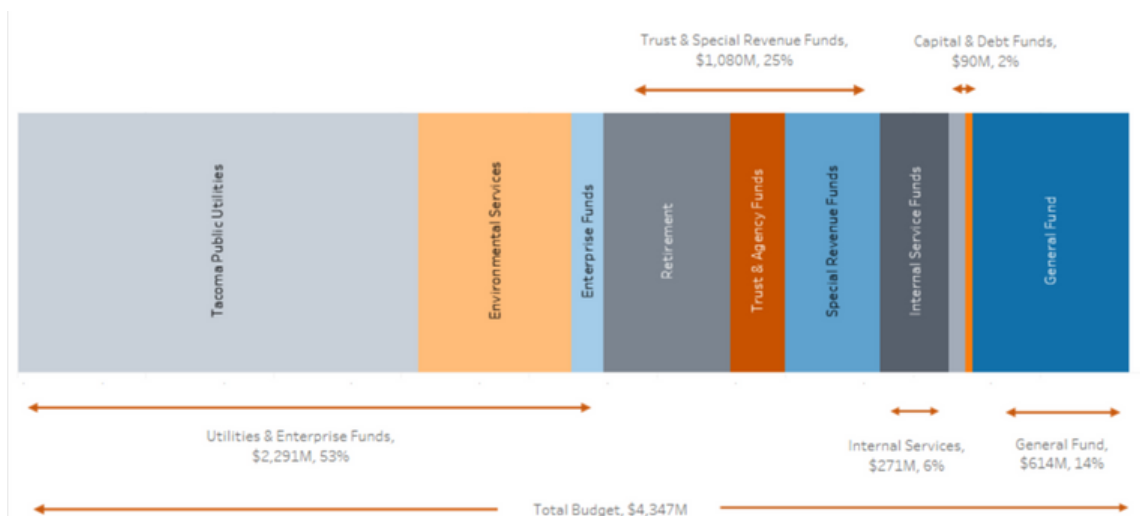
General Fund and Special Revenue Funds

Utilities - Provide services for power, water, surface water, wastewater, rail, and solid waste, all funded through user rates.

Enterprise Funds

Public Works - Manage the City's facilities, parking system, fleet, most capital projects, and street and maintenance operations.

General Fund, Enterprise Funds, Internal Services, and Special Revenue Funds



General Fund Revenues

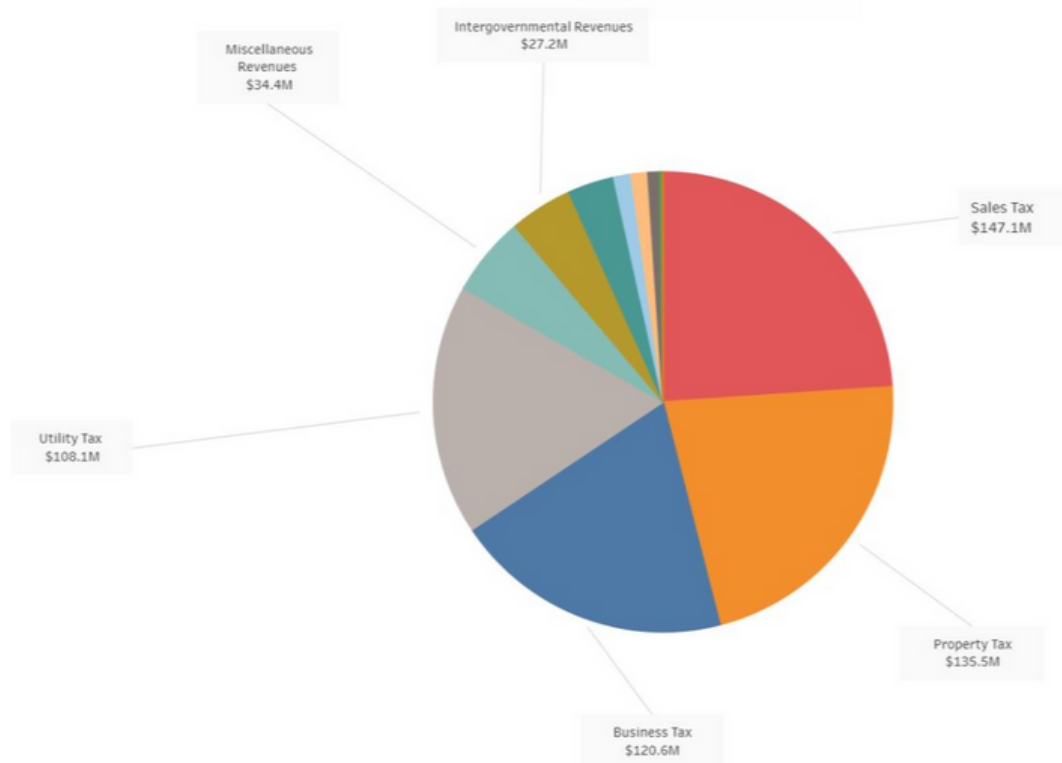
Major revenue sources for the General Fund include property tax, business tax, sales tax, and utility tax. The City monitors these revenue sources throughout the biennium to ensure compliance with existing tax codes and track economic trends. The 2023-2024 Proposed Budget includes the use of over \$30M in one-time federal resources and some use of cash through projected savings in the 2021-2022 Biennium. The 2023-2024 Proposed Budget will also fully fund the City Council's three-tiered reserve, according to policies adopted in 2021.

Property Tax - Represents \$135.5 million or 22% of General Fund Revenues. State law limits property tax revenues. The City's levy can only increase by 1% from year to year, adding the value of new construction.

Utility Tax - Represents \$108.1 million or 18% of General Fund Revenues. Utility taxes are paid by both private and public utilities and are calculated based on the total operating revenues earned by the utilities.

Sales Tax - Represents \$147.1 million or 24% of General Fund Revenues. Tacoma consumers pay a sales tax rate of 10.3% of which 1.0% is the City's General Fund portion and 0.1% each for mental health and chemical dependency services, Transportation Benefit District, Affordable Housing, and Tacoma Creates (which are managed in separate special revenue funds). These revenues are highly variable depending on economic conditions.

Business Tax - Represents \$120.6 million or 20% of General Fund Revenues. Business taxes are paid based on the total income of a business. The City offers exemptions from business taxes for businesses whose gross receipts are less than \$250,000 annually. These revenues are dependent on economic conditions.



General Fund Expense

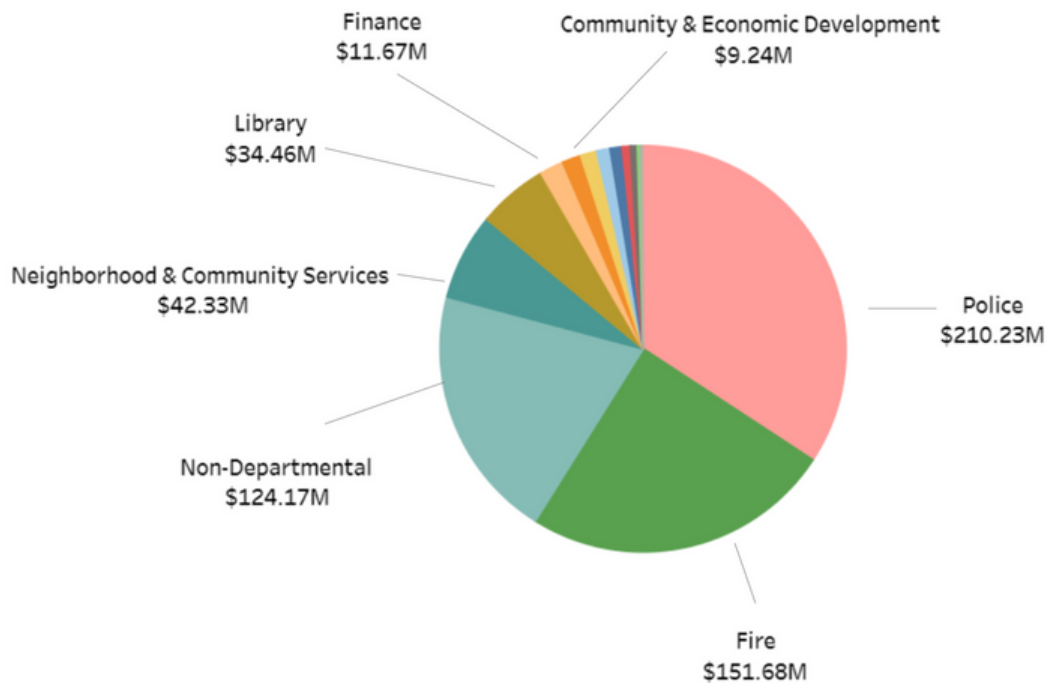
Police and Fire services, and related public safety expenses, to include the Department of Assigned Counsel and jail contracts, represent approximately 60% of the General Fund Budget. Other core services include Libraries, Public Works, Neighborhood & Community Services, and Community & Economic Development. 2023-2024 budgeted expense by department and service area is depicted below:

Public Safety - Represents 60% of the General Fund. The 2023-2024 Budget includes funding for fleet replacement costs and training and materials budget increases.

Neighborhood and Community Services - Represents approximately 7% of the General Fund. The 2023-2024 Budget provides funding to maintain and expand shelter services and enhance the City's Homelessness Engagement and Alternatives Liason(HEAL) Team staff.

Library - Represents approximately 6% of the General Fund and includes funding for neighborhood library services through the city.

Non-Departmental - Represents 20% of the General Fund and includes miscellaneous costs of City operations such as contributions to MetroParks, the Affordable Housing transfer, repaying bonds, and funding capital projects.



How the Budget is Created

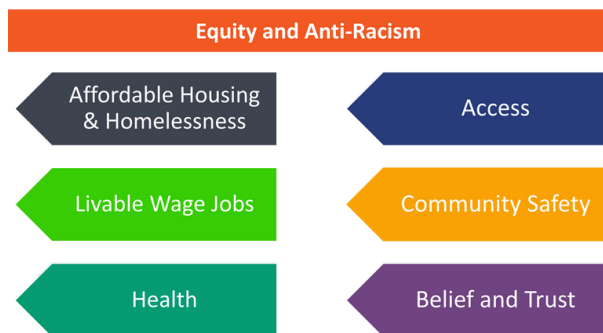
To develop the Proposed Budget for 2023-2024, City staff:

- Reviewed the 2021-2022 Adopted Budget
- Updated the 2021-2022 Adopted Budget with ongoing adds and reductions made during the modification processes in 2021-2022
- Projected expenses and revenues to reflect trends in 2023-2024.

This process creates the baseline budget. Departments then submit proposals to change the baseline budget through the addition or reduction of expenses, positions, or revenues.

The baseline budget and incremental changes to the baseline budget are shared in the major initiative section of the financials. The Personnel Complement Changes section details personnel changes from adjustment processes, the baseline budget, and proposals.

Priority Area Highlights



The City Council met in March 2022 to use the feedback from the Community Survey, the City's Tacoma 2025 strategic plan and emerging needs identified by the City Council to set the City's 2023-2024 priority areas.

These priorities grounded the rest of the budget engagement strategy and decision-making process. The following pages outline the City's investment and direction in these priority areas.

Access

To be a truly livable City, residents must have meaningful access to the things that they need in their everyday lives no matter what neighborhood they live in, what their income might be, what language they speak, or any other aspect of who they are. Residents must feel that facilities and services are easy to access and meaningful to improving or maintaining their quality of life.

The City is committed to removing barriers to access, ranging from physical barriers, institutional barriers, digital access barriers, to cultural, language, and disability barriers. The City sets the conditions for physical access across the community, including establishing the planning requirements and rules as well as building the physical infrastructure. This infrastructure ensures physical access by all transportation modes, including active transportation. The City also coordinates with key community partners such as the Port, Tacoma Public Schools, Metro Parks, Sound Transit, and Pierce Transit amongst many others. The City is also concerned about ensuring access to services that improve quality of life, such as arts and culture. As a component of improving access across the City as well as across the region and nation, the City also works to market the quality of life and business in our community to improve access to businesses, jobs, and services.

Primary Program Areas

- Infrastructure, Facilities, and Natural Spaces
- Information Access and Education Access
- Venue, Arts, and Cultural Services
- Supporting Opportunities for Youth and Seniors
- Removing Barriers to Access
- Promotion of City and Services

Strategic Direction



Improve access and proximity by residents of diverse income levels and race/ethnicities to community facilities, services, infrastructure, and employment.

Guiding Plans and Strategic Measures

Guiding Plans

- Vision Zero
- Transportation Master Plan
- Comprehensive Plan

Strategic Measures

- Complete the City's sidewalk network
- Finish the Safe Routes to School list
- Fewer potholes and provide a standard/consistent guarantee for response

2023-2024 Proposed Budget for Access

The 2023-2024 Proposed Budget includes over \$457M for programs related to the priority area of Access. Below is a list of the 15 largest programs funded in the budget in the category of Access.

Citywide Access

Program	
Construction	154M
Engineering	59M
Infrastructure	42M
Street Maintenance	32M
Capital Project Planning & Delivery	23M
Municipal Art	17M
Neighborhood Engagement	15M
Tacoma Dome Events	12M
Community Programs	11M
Real Property Services	7M
Parking	7M
Collection Materials	6M
Signal/Streetlight	6M
Grounds Maintenance	5M
Cable Franchise Svcs & Video Production	5M

Major 2023-2024 Budget Initiatives



Major initiatives for 2023-2024 show proposed changes to the baseline budget. The initiative list includes both proposals to reduce and enhance to baseline budgets.

Maintenance Enhancements (\$5.9M)

Solid Waste Excise Tax Funding - Trail Maintenance \$387k – This funding increases grounds levels of service from a complaint-based response to every other month for 15.7 miles of trails, including mowing, vegetation management, graffiti removal, and litter control.

Unfit and Unsafe Sidewalk Funding – \$2.9M - This funding supports the City's Unfit/Unsafe sidewalk program by reducing the backlog unfit unsafe sidewalk locations. Program of property owner requests to participate in the sidewalk replacement program. A total backlog of over 1,250 sites requires sidewalk reconstruction and around 150 new complaints are received annually. Current annual Program funding addresses 100-120 sites. One-time '22 Mid-Mod funding addressed another 100-120 sites to reduce the backlog. The request allows Street Operations crews to replace bad sidewalk, funding Program Management and Low Income Program, continuing the '21/'22 Mid-Mod funds reducing the backlog and continuing the new sidewalk beveling program to eliminate uneven sidewalk trip hazards.

Enhance Sign Replacement Program – \$429k – This position helps Public Works begin implementation of a systematic, age based, approach to replacing signage with an emphasis on stop, yield, and speed limit signs by increasing staffing levels. The City has approximately 38,000 regulatory/warning/guide signs which are replaced on a complaint basis.

Increase Maintenance Funding for Pedestrian Beacons - \$460k – This proposal increases funding to maintain and address a rising number of beacon failures due to the aging infrastructure, including approximately 410 school zone beacons, pedestrian crossing, and traffic safety beacons installed. In 2001, the City maintained 81 beacons, in 2011, 160 beacons, and in 2021, 410 beacons. Public Works has been able to absorb the vast majority of these costs and use capital funding to replace some of the aging infrastructure, but asset failures have increased as the infrastructure ages. Material costs to replace failed beacons have increased nearly 20 fold in the last 4 years: \$5K in 2018, \$42K in 2019, \$64K in 2020, and \$95K in 2021.

Increase Barrier Repair and Replacement - \$75k – This proposal funds guardrail & traffic barrier replacement/repair/upgrades/retrofits as needed. Funding is supplemented by restitution received from insured drivers and carryover from 2021-2022 Biennial Budget.



Maintain Bridge Operations - \$1.7M – This funding allows for the repair of damages to East D Street Bridge, which is impacting pedestrian access, and repair soil erosion under the SR705 elevated ramps to Stadium Way & Schuster Parkway.

Pedestrian/ Vision Zero Improvements (\$4.5M)

Vision Zero Coordinator to Implement Action Plan – \$200k – The Vision Zero Coordinator position is responsible for the implement the Vision Zero Action Plan to eliminate fatal and serious injury crashes, including maintaining data dashboard, plan reporting, liaison to the Task Force, and project implementation related to lowering speed limits, grant funding, project construction, and design manual updates.

38th and Cedar Crossing – \$400k - This project improves the intersection at S 38th & Cedar St. through the installation of an Accessible Pedestrian Signal and marked crosswalks improving ADA access to the largest grocery store in the area.

Safe Routes to School Improvement Program Funding – \$1.1M - Proposal implements actions in the Safe Routes to School Action Plan to create safe walking and biking for youth, including grant match need and project partnerships \$100K and Birney, Boze, Whitman, Edison ES, Stewart MS, and Lincoln HS \$1M.

Vision Zero Improvement Program -\$900k – This proposal supports design and construction of projects identified in the Vision Zero Action Plan, including grant match and project partnerships (\$150K), evaluating high injury corridors (\$800k), and lower-cost countermeasure improvements (\$100k).

Active Transportation Improvement Program -\$900k – This proposal funds active transportation projects that support pedestrian, bicycle, and access to transit. Program needs include grant match need and/or project partnerships with existing capital projects (\$300K) and missing link sidewalks (\$600K). Funds are prioritized based on equity, safety, and connectivity and connection to the Vision Zero work currently underway. With the \$900k, the City is incorporating Complete Streets and bike priority facilities into existing maintenance projects and previously submitted grant projects, minimizing project costs.

Portland Avenue Safety Improvements - \$1M - conducts a traffic study, preliminary engineering, and construction of bike lanes, pedestrian crossings, missing link sidewalks, and bus bulbs. This project will add on to a repaving grant project on Portland Ave between 56th and 72nd. This project can add on to a repaving grant project on Portland Ave.

Facility Access Improvements (\$10.8M)

Reimagining the Main Library project – \$2M – This project refreshes the 1st and 2nd floors to reduce the footprint of the Main Library to the 1st floor and offer the 2nd floor to community organizations to provide services. The preliminary construction estimate, including LEED Silver certification totals \$7M. In addition to this \$2M in funding, TPL plans to use \$2M of accumulated savings, has applied for a \$2M capital grant from the WA State Dept of Commerce, and plans to apply for a Federal grant for an additional \$1M. The \$2M in City funding, in conjunction with the WA State Dept of Commerce grant, is needed to satisfy matching requirements of the federal grant.

This refresh completes superficial improvements needed to accommodate tenant-like spaces on the second floor such as the creation of ADA accessible bathrooms, walls and doors for tenant spaces, and communal meeting and programming spaces, and reorganizes the first floor to accommodate the services and materials previously stored on the 2nd floor.

Asia Pacific Cultural Center (APCC) Capital Contribution – \$1.25M - This is the City contribution to the [Asia Pacific Cultural Center capital campaign \(https://www.metroparkstacoma.org/apcc-project/\)](https://www.metroparkstacoma.org/apcc-project/) for their new facility. This brings the City's total contribution to \$1.5M.

Fire Facility Security Improvements - \$750k - Current facilities are utilizing obsolete locking systems that are past their useful life. This project provides for the installation of access controls and other security enhancements to the existing fire facilities.

Deferred Repair and Replacement Program – \$6.8M - This program is aimed at addressing the repair and replacement backlog at 52 General Government facilities. These projects include essential projects that keep facilities functioning properly, including but not limited to roof replacements, building systems upgrades, and building envelope repairs. This funding is essential for facilities that are, on average, above 60 years in age, and address \$51M in observed deficiencies.

Other Access Items (\$10.25M)

Public Works Capital Grant Match – \$7.2M – This is grant match funding consistent with current Streets Initiative capital project grant match funding of \$7.2M. Current Streets Initiative funding is already obligated to capital projects, this funding allows Public Works to pursue and secure additional grants in the 2023-2024 and prioritize investments in safety and active transportation to attain Vision Zero goals.

Public Work Capital Project Escalation - \$2M – This is additional funding needed to mitigate anticipated construction cost escalation for existing 2023-2024 projects. Recent bid openings have averaged 17% - 27% higher than the engineer's estimate, additional funding is needed to allow project to continue to construction.

Preparations for Fishing Wars Memorial Bridge Replacement – \$500K – Funding for a consultant lead effort to outline the process for preparing competitive grant applications to take advantage of federal investments in infrastructure to complete the replacement of the Fishing Wars Memorial Bridge (FWMB). The effort will outline grant opportunities, grant requirements and timelines, stakeholders, design scope and priorities, prepare a fact sheet and 10% plans, and partnerships with other agencies and local leaders.

Continue Neighborhood Planning Program - This transitions the Neighborhood Planning Program from a pilot to an ongoing program. The pilot program is funded through 2024, this proposal makes the positions running that program permanent. Staff projects that they can complete one neighborhood project next biennium. The neighborhood of focus for the next biennium has not yet been selected. PDS staff will develop criteria for the next round and those criteria will highlight equity as one of the primary considerations for identifying priorities for this program.

Public Works Grant Coordinator - \$300k – This position supports Public Works and other departments in coordinating grant funding requests by identifying and developing viable proposals, monitoring new Federal and State grant calls, and being strategic about implementation and funding.

McKinley Avenue Business District Streetscape Improvement Project - \$250k – This project designs streetscape improvements based on the Neighborhood Planning Program's feedback. The improvement area is the McKinley Business District primarily from East Division Lane to East Wright Avenue. Improvements will include bulb-outs, trash cans, benches, bike corrals, sidewalk, artwork, street trees and landscaping.

Affordable Housing and Homelessness

Housing Affordability is a crisis in our community today. The symptoms of this crisis take many forms, from more Tacoma residents experiencing homelessness to more of the families who work in Tacoma (teachers, firefighters, food workers, etc.) struggling to afford their rent or mortgage to live here.

There are several service areas the City utilizes to address Affordable Housing and Homelessness in the community. First, the City works to fill gaps in order to ensure the availability of affordable housing in our community. The organization also supports developers directly through funding and indirectly through permit services, regulations, and infrastructures to assist in building housing across the income spectrum. The City also works to sustain people in housing by providing direct support to homeowners to rehabilitate homes and providing utility and mortgage assistance through tenant services. Zoning and long-range planning work are another tool the City utilizes to support ongoing policy and regulatory reviews of housing and mixed-use center requirements. Lastly, the City provides comprehensive support to individuals experiencing homelessness. These services are provided through:

Primary Program Areas

- Permit Services
- Neighborhood Planning and Long Range Planning
- Housing Development Support
- Housing Rehabilitation and Homeownership Support
- Tenant Services
- Fair Housing
- Utility Assistance
- Sheltering Services

Strategic Direction



Decrease the percentage of individuals who are spending more than 45% of income on housing and transportation costs

Guiding Plans and Strategic Measures

Guiding Plans

- Affordable Housing Action Strategy
- Homelessness Strategy

Strategic Measures

- Increase the number and diversity of shelter and reduce barriers to shelter
- Decrease environmental hazards - trash, waste, graffiti, etc.
- Increase in units of permanent supportive housing
- Establish designated camping areas
- Create more homes for more people
- Keep housing affordable and in good repair
- Help people stay in their homes and in their communities
- Reduce barriers for people who often experience them

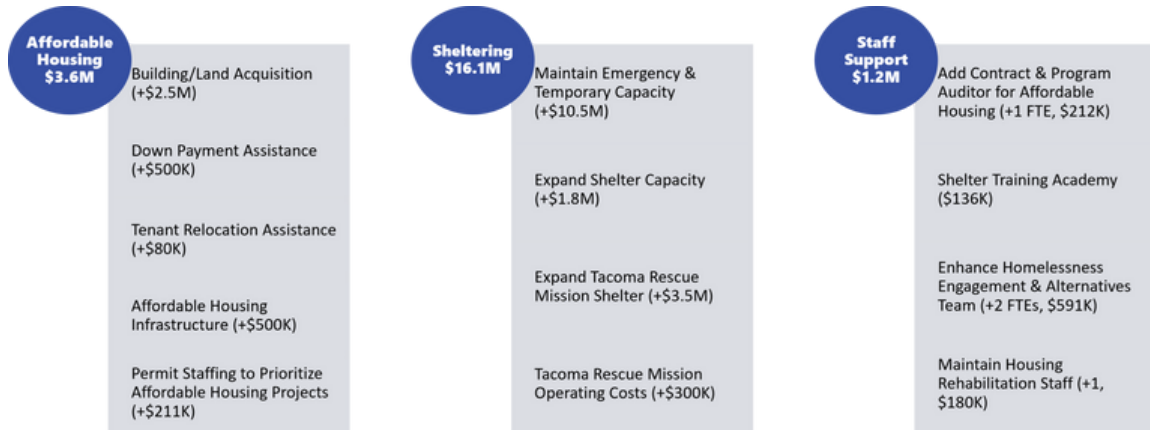
2023-2024 Budget for Affordable Housing and Homelessness

The 2023-2024 Proposed Budget includes over \$101M for programs related to the priority area of Affordable Housing and Homelessness. Below is a list of the 15 largest programs funded in the budget in the category of Affordable Housing and Homelessness.

Citywide Affordable Housing and Homelessness

Program	
Affordable Housing	24.87M
Emergency Shelter	15.73M
Sheltering	10.29M
Site Development	7.12M
Residential Right of Way Permits	6.39M
Building Development	5.70M
Land Use	4.32M
Planning	3.44M
Permit Services	2.97M
Encampment Response	2.45M
Application Services	2.45M
Housing Services	2.12M
Homeless Services	2.12M
Housing Rehabilitation	1.74M
Permit Compliance	1.24M

Major 2023-2024 Budget Initiatives



Major initiatives for 2023-2024 show proposed changes to the baseline budget. The initiative list includes both proposals to reduce and enhance to baseline budgets.

Affordable Housing (\$3.8M)

Acquire Land or Existing Buildings for Development/Redevelopment into Affordable Housing - \$2.5M –

Funding to provide additional support for the acquisition of property to advance Affordable Housing goals. The City may directly acquire existing buildings or land or may award funds to a non-profit or housing authority to pursue acquisition of properties for affordable housing or mixed-use development.

Help Tacoma Residents with Down Payments - \$500k – Expansion of the current Down Payment Assistance Program by approximately 20 additional households and increase the number of Black, Indigenous, and People of Color (BIPOC) households receiving first-time homebuyer down payment assistance and further the strategies of the Homeownership Disparity Study, Affordable Housing Action Strategy (AHAS) and Black Home Initiative.

Increase per Household Tenant Relocation Assistance - \$80k - This proposal increases per tenant relocation amount from \$1,000 to \$3,000 and add funding for contracted support for tenants to navigate relocation process (20 relocations annually are budgeted). With this increase, the City can maintain the current service level and address significant increases in rental housing prices.

Affordable Housing Infrastructure - \$500k - This project funds ramps & sidewalks to aid Affordable Housing development and help meet access needs.

Adjust Staffing to Prioritize Affordable Housing Projects - \$211k - Provides dedicated staff to review qualified affordable housing projects as defined by Director's Rule 21-01. Planning and Development Services would reclassify vacant positions to positions that are necessary to prioritize affordable housing projects and add a position to backfill current work.

Sheltering (\$17.5M)

Maintain Emergency & Temporary Shelter Capacity - \$10.5M - Sustains 477 for temporary and emergency shelter beds added since 2021 and primarily supported with federal funds.

Expand Emergency & Temporary Shelter Capacity - \$3.5M – Supports placement and operation of micro-shelters at a mitigation site and operations for a safe parking location. Proposal adds a minimum of 50 additional beds and allows for development of a safe parking site for 20-30 vehicles.

Expand Tacoma Rescue Mission Men's Shelter Project - \$3.5M – This funding supports the capital construction of a permanent shelter location which adds 100 beds to the community's available bed capacity and provides space for day services including case management and health care. The City also assisted the Tacoma Rescue Mission in receiving \$3M in federal funding.

Expand Tacoma Rescue Mission Shelter Project Operating Cost - \$350k - The Tacoma Rescue Mission (TRM) capital project adds 100 beds to the facility. This funding supports the operating cost starting in 2024 for the expanded site.

Staff Support (\$1.1M)

Add Contract and Program Auditor to Implement Affordable Housing Programs – \$212k - Add a new position in the Housing Division to implement housing programs aligned with the Affordable Housing Action Strategy (AHAS) and develop strategies for leveraging the City affordable housing resources. The workload and funding from local and federal sources for Housing programs have increased significantly over the last biennium. The position supports two ongoing programs funded with 1590 funds, up to six individual projects in any one year, and monitors compliance for other housing programs.

Maintain Shelter Training Academy - \$136k - Continue the pilot Shelter Training Academy program for six months to train 60-80 individuals. The program recruits, trains, and prepares a workforce to deploy to work in the critical shelter system.

Enhance Homeless Engagement and Alternatives Liaison Team – \$591k

Enhance homeless outreach services by increasing staffing levels by two full-time employees, bringing the total number of staff to six, and adding a fleet vehicle to the outreach team. This proposal helps staff respond to an increase in homeless encampments throughout the City. Current staffing levels leaves the HEAL Team focusing much of its efforts on active removals. Additional staff enables the HEAL Team to provide outreach during active removals and respond to 311 calls promptly.

Maintain Staffing Level of Service for Single Family Rehabilitation Program – \$180k

Convert a project position to ongoing given that it provides key technical, compliance, and operations support for the Single-Family Rehabilitation Programs.

Belief and Trust

Increase the percentage of residents who believe they are able to have a positive impact on the community and express trust in the public institutions in Tacoma.

In order to increase resident trust in local institutions, the City must reliably communicate with residents to ensure they understand and are able to access government processes and systems. The City must also be able to provide timely and reliable services that respond to the real-time issues in our community, including everything from a pothole to putting out a fire. Simplifying and coordinating initiatives that engage community is integral to increasing the percentage of residents who believe they can have a positive impact on the community. The City also needs to share decision-making power with the communities we serve, and be transparent about decisions and all that we do. The City must also eliminate barriers to participation in public meetings so that those who participate at public meetings reflect the diversity of the Tacoma community.

Primary Program Areas

- Provide timely, reliable information and services
- Actively respond to resident concerns
- Involve the community in meaningful decision-making
- Transparency (in decision-making and actions)
- Reducing barriers to public participation

Strategic Direction

Increase the percentage of residents who believe they have a positive impact on the community and express trust in the public institutions in Tacoma

Guiding Plans and Strategic Measures

Guiding Plans

- Language Access Plan
- Equitable Engagement Plan
- Communications Study

Strategic Measures

- Increase transparency by establishing a community safety dashboard for community members
- Build Community Safety Plan for operations outside of Tacoma Police
- Complete participatory budgeting initiatives
- Continue neighborhood planning program to achieve equity in neighborhoods
- Increase Council's social media presence
- Increase story-telling
- Automatically translate public communications
- Tacoma 311 is in several languages, reports can be made in other languages

2023-2024 Proposed Budget for Belief and Trust

Services to support Belief and Trust are built into what the City does across all of the priority areas. The 2023-2024 Proposed Budget includes over \$32M for programs solely related to the priority area of Belief and Trust. Below is a list of the 15 largest programs funded in the budget in the category of Belief and Trust.

Citywide Belief and Trust

Program	
Administration	6M
Customer Service	6M
Mayor and City Council	4M
Community Relations	3M
Tax Collection, Auditing, and Compliance	3M
Special Projects	1M
Community Engagement	1M
Equitable Services Analysis	1M
Media/ Public Relations	1M
Civil Rights Investigations and Outreach	1M
Regional & State Legislative Priorities	1M
Educational Support Services	1M
Federal & Tribal Programs	1M
Criminal Justice Support and Prevention	1M
Engineering	1M

Major 2023-2024 Budget Initiatives

Major initiatives for 2023-2024 show proposed changes to the baseline budget. The initiative list includes both proposals to reduce and enhance baseline budgets. Belief and Trust Initiatives comprise about \$6.7M in the 2024-2024 Proposed Budget.

Enhance Constituent Services - \$231k - Add constituent services position to City Council Office to address requests, questions, and complaints.

Reorganize Media and Communications Office Positions Consistent with Communications Study - \$420k - Consistent with Communications Study, restructure MCO to allow for continued support of strategic initiatives and partnerships and maximizing opportunities for more proactive communication efforts

Continue Strategic Plan Scoping and Workplanning - \$50k - This budget adds funds to support development of a workplan and scope for the update of the community vision and the City's 2025 Strategic Plan.

Support City Charter Review - \$100k - This proposal sets aside funding to support the Charter Review Committee. Pursuant to Section 2.25 of the City Charter, the City Council shall conduct a comprehensive review of the City Charter every 10 years.

Restructure and Enhance Equitable Environmental Education & Transcreation in Environmental Services - \$906k - This proposal allows for both a centralized and permanent program of the equitable outreach programs developed by recycling reset staff. As opposed to a focus primarily on Solid Waste, the new reorganized work, will support equitable environmental education and outreach/transcreation across the entire department.

Extend Participatory Budgeting to Districts 1, 3, and 5 - \$3.1M - Provides funding to implement Participatory Budgeting projects in Districts 1, 3, and 5. Since Districts 2 and 4 were funded in 2021, this proposal means each District will have a \$1M project.

Redesign Cityoftacoma.org Website - \$654k - Consistent with the Communication study recommendations, the budget funds a professional services firm to redesign the City of Tacoma's website to improve accessibility and engagement.

Enhance Analytics Program - \$422k - Support the growing need for data and analytics in the City. This program will also support the data clean-up effort ahead of the data conversion process required for the SAP S/4 migration.

Modernize Tacoma Police Department Analytics Program - \$592k - Modernize the Tacoma Police Department's (TPD) Analytics Program by enabling TPD data and creating dashboards to assist in operations and public transparency efforts. This modernization project is managed by IT.

Extend Tacoma Anchors Network Contract - \$155k - Extend the Tacoma Anchors Network Contract. The Tacoma Anchor Network expands the City's impact by serving as a working group to prioritize and align anchor, community, and City goals to maximize community benefit and guide the next strategic plan.

Continue Equity Action Collaborative - \$125k - Continue contractual services that started in 2022 to support the Equity Action Collaborative. The Collaborative works to identify/coordinate resources, policies and trainings for equitable engagement/communications by implementing best practices to provide access for all community members.

Reserve Contributions - The proposed budget fully funds all of the general fund reserves and, as part of developing the budget, staff reviewed fund reserves across all funds to ensure that funds had appropriate reserves given the economic conditions. Reserves allow the City to meet community expectations for basic needs, or respond to new opportunities or challenges in the face of fiscal limitations.



Community Safety

Given the breadth of the community's definition of community safety, many of the City's services help ensure that our community can receive essential services in terms of calling for emergency assistance at their home or business, buildings are safe for inhabitants, and that infrastructure is safe for pedestrians, cyclists, and motorists.

Primary Program Areas

- Emergency Response Services
- Safe Buildings and Neighborhoods
- Proactive and Long-Term Resolution of Community Safety Issues
- Infrastructure Safety for Motorists, Pedestrians, Cyclists

Strategic Direction

Increase positive public perception of safety and overall quality of life.



Guiding Plans and Strategic Measures

Guiding Plans

- Violent Crime Response Plan
- Alternative Response Recommendation
- Vision Zero
- Community Safety Plan (*to be developed*)
- Youth Violence Assessment

Strategic Measures

- Increase the percentage of residents that feel safe
- Reduce the number of all crimes
- Increase in effective and appropriate mental health response which results in individuals receiving services

2023-2024 Proposed Budget for Community Safety

The 2023-2024 Proposed Budget includes over \$372M for programs related to the priority area of Community Safety. Below is a list of the 15 largest programs funded in the budget in the category of Community Safety.

Citywide Community Safety

Program	
Fire Suppression and Readiness	122M
Patrol Services	82M
911 Dispatch and Communications	34M
Community Safety	10M
Homicide	9M
Criminal Operations	8M
Community Engagement and CLOs	7M
Narcotics	7M
Forensics	6M
Prosecution	6M
Vehicle Crimes/Burglary	5M
Special Assaults/Sex Offender	5M
Violence Reduction Team	4M
Signal/Streetlight	4M
Property Compliance	4M

Major 2023-2024 Budget Initiatives

Major initiatives for 2023-2024 show proposed changes to the baseline budget. The initiative list includes both proposals to reduce and enhance baseline budgets.

Increasing Safety and Community Support in Libraries - \$335k – Proposal bolsters Tacoma Public Library's safety and support response through dedicated Social Worker and an additional support position. Proposal helps the Library provide a holistic approach to resolving the conflicts that commonly arise in libraries, and by creating a safer environment for the public and for staff.

Continue to Build Trust between TPD & Community/Extend Peace & Reconciliation Coordinator – \$113k
- This OEHR staff position assists TPD leadership in reengaging with Project Peace and other community groups in reconciliation efforts.

Increase Forensics Staffing to implement 24/7 staffing for Crime Scene Services - \$113k – Proposal increases Forensics staffing to allow for 24/7 crime scene services from 8 to 13 staff. This adds four Crime Scene Technician positions and one Forensic Services Supervisor. Increased staffing in this workgroup was recommended in the Matrix staffing study.

Increase Department Training and Equipment Budget to Support New Recruit Costs - \$495k – Funding for the Washington State Criminal Justice Training Academy initial equipment and uniform costs for new recruits anticipated to be hired during the 2023-2024 biennium. In 2021, the City hired 15 commissioned personnel, TPD's goal for 2022 is 70, and 50 each year for 2023-2024.

Increase Annual Law Enforcement Equipment Budget - \$356k - Funds annual ballistic vest replacement (five year cycle/70 year) and annual taser lease and training.

Solid Waste Excise Tax supported Graffiti Response Team - \$375k Funding to establish a Graffiti Response Team to proactively remove graffiti from the right-of-way on City-owned assets such as traffic signs, streetlight poles, traffic signal boxes, and bridge abutments that can be reached by ladder or bucket truck.

Maintain Essential Expenditures Supporting Operations of Crystal Judson Family Justice Center - \$151k - Supports general cost increases for Crystal Judson Family Justice Center. Pierce County began including these funds in their budget in 2022 and is requesting the City to match their funding starting in 2023. The baseline funding for Crystal Judson Family Justice is \$840k.

Municipal Court – The 2023-2024 budget maintains services within Municipal Court, including the ability to develop the mental health calendar and further developing a Community Court system.

Alternative Response

Components of community safety and alternative response stretch across priority areas. In addition to the proposals shown below, please reference the enhancements to the Homeless Engagement and Alternatives Liaison Team (HEAL) under Affordable Housing and Homelessness and under Health.

Recommendation No. 1 - Homeless Response

Affordable Housing and Homelessness - Enhance the Homeless Engagement and Alternatives Liaison Team (HEAL) (+2FTEs, \$591K)

Recommendation No. 2 – Alternative Response for Mental Health Crisis

Community Safety - Increasing Safety and Community Support in Libraries (+2 FTE, \$335K)
Health - Pilot of alternative response with Behavioral Health Response Unit (\$824K)

Recommendation No. 3 – Community Safety Officers

Community Safety - Proposed budget for will allow for phased hiring when negotiation are complete

Community Safety Plan

Existing staff will develop strategic plan; alt response pilot and community engagement will be on-going with existing staff/budget



Health

The City assists with funding of community health services for both human health and the health of the City's natural systems.

The City provides services to ensure clean drinking water and natural water, provides a clean and sanitary environment through services related to solid waste and recycling, and ensures that all buildings have necessary power services. The City provides key emergent health services through 911 Emergency Medical Services and follow-up services through the Tacoma Fire Department's Community Assistance Referral and Education Service (TFD CARES) programming.

The City also provides funding to support the Tacoma-Pierce County Health Department, health and recreational services through MetroParks and Tacoma Public Schools, and mental health services. The proposed budget includes over \$284M.

Primary Program Areas

- Basic Human Health and Sanitation Needs
- Environmental Health
- Emergency Health Response
- Critical and Long-term Mental Health Services
- Community Health and Recreational Programs and Services
- Food Equity Program

Strategic Direction



Improve health outcomes and reduce inequities for all Tacoma residents (in alignment with the Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP))

Guiding Plans and Strategic Measures

Guiding Plans

- Climate Action Plan
- Community Needs Assessment and CHIP
- Alternative Response Recommendations

Strategic Measures

- Life expectancy will increase until it is the same across the entire city
- Double the number of households using a primary mode of transportation that does not use fossil fuel
- Increase the percentage and number of walkable streets and complete streets across every neighborhood
- Reduce/ no constituent complaints about litter and garbage
- Commencement Bay and Tacoma lakes are swimmable

2023-2024 Proposed Budget for Health

The 2023-2024 Proposed Budget includes over \$284M for programs related to the priority area of Health. Below is a list of the 15 largest programs funded in the budget in the category of Health.

Citywide Health

Program	
Medical Response/Patient Care/Transport	59M
Residential Collection	31M
Garbage Disposal & Transport	28M
Transmission	27M
Plant Operations	23M
Recovery & Transfer Center	19M
Commercial Collection	12M
Plant Maintenance	12M
Community Clean Up	11M
Water Quality	9M
Wastewater Treatment by Others	7M
Source Control	6M
Health and Health Care	6M
Electrical and Instrumentation	5M
Office of Environmental Policy & Sustain	5M

Major 2023-2024 Budget Initiatives - Climate Action Plan

Health Priority Area

- Hire Climate Implementation Data & Grant Analyst (+1FTE, \$200K)
- Match for Sea Level Rise Master plan Grant (+\$100K)
- Improve Neighborhood Cooling & Air Quality Relief Centers Access (\$100K)
- Develop Community-Informed Climate Emergency Communication Plan (\$50K)
- Provide Wildfire Smoke Filter Fans for At-Risk Residents (\$60K)
- Make EnviroChallenger Waste Prevention Education Program Permanent (+1 FTE, \$290K)

Across Other Priority Areas

- Facilities Capital
- Vision Zero
- Pedestrian and Bike Improvements
- Safe Routes to Schools
- Green Economy Study
- Vehicle Replacements
- Affordable Housing Actions
- Equitable Environmental Education and Transcreation
- Electrical Vehicle (EV) Charging and E-Bike

Major Budget Initiatives

Major initiatives for 2023-2024 show proposed changes to the baseline budget. The initiative list includes both proposals to reduce and enhance baseline budgets.

Behavioral Health Response Unit Pilot in the Tacoma Fire Department - \$824k - The response unit will initially be staffed by two personnel a registered nurse and a Behavioral Health provider. These positions will have oversight from program manager and an advanced registered nurse practitioner. This pilot is intended to serve as a starting point for the City to learn more about overall behavioral health needs and how to best respond going forward. The Behavioral Health Response Unit responds to patients in mental health crisis alone when the circumstances of the individual in crisis indicate that it would be safe to do so, or along with police and/or EMS personnel, when safety is a concern. When an assessment for possible involuntary commitment is required, the Behavioral Health Unit staff can request assistance from a Designated Crisis Responder (DCR), who will remain housed within TPD.

Solid Waste Excise Tax supported New City Litter Crew and Litter and Debris Response - \$3.7M - Create a new program aimed at cleaning up areas around the City. This proposal creates a new litter crew to fulfill this new programmatic area and expands litter and debris response undertaken by the new programmatic area.

Continue Satellite Recycling Stations Cleanliness & Maintenance - \$170k - Convert one time Solid Waste Worker to an ongoing position to provide ongoing monitoring and maintenance of Satellite glass and recycling stations located throughout the City.

Maintain Food Insecurity Service Levels - \$500k - Additional funding for food bank services and capital needs to better respond to demand for services due to the pandemic and inflation in food prices. Baseline funding is \$300k for the biennium and does not meet demand for services.

Maintain Funding for the Health Pool - \$220k - The \$220k will be used to support Tacoma Pierce County Health Department general operations and match Pierce County funding. Baseline funding for this program is \$2.25M.

Climate Action Plan (\$800k)

Hire Climate Implementation Data & Grant Analyst - \$200k - Add ongoing position to track, organize, monitor, analyze, and report sustainability, climate, and equity data as well as monitor grant opportunities.

Match for Sea Level Rise Master plan Grant - \$100k - Funds for grant match to develop a Sea Level Rise Master Plan. The plan, to be developed with consultant assistance, will work with key partners to assess sea level and shoreline changes at specific high risk and exposure sites to determine needed adaptation actions.

Improve Neighborhood Cooling & Air Quality Relief Centers Access - \$100k - Develop community-wide assessment of neighborhood needs and existing assets, support enhancements to existing facilities, fund staff overtime to keep facilities open during unhealthy events, and act as match for resiliency grant applications.

Develop Community-Informed Climate Emergency Communication Plan - \$50k - Contract with a communications consultant to create a detailed Community-Informed Climate Emergency Communication Plan.

Provide Wildfire Smoke Filter Fans for At-Risk Residents - \$60k - Contract with Tacoma Pierce County Health Department to purchase and distribute 1,000 box filter fans to at-risk residents by working with local non-profit service providers to create safer, cleaner air in 1,000 homes.

Make EnviroChallenger Waste Prevention Education Program Permanent - \$290k - Make permanent a Recycle Reset Education Position, which focuses on the reduction of the waste stream, as well as, litter in the Tacoma community.

Livable Wage Jobs

In order to support our long-term growth and afford the rising cost of living (especially the cost of housing), Tacoma residents need access to more livable wage jobs. A livable wage job is the hourly rate that an individual in a household must earn to support themselves and their family. In addition to more diverse, livable wage jobs in the city, the organization seeks to ensure that more Tacoma households have the skills to access those jobs and continue to thrive in Tacoma.

While the City is not a direct job creator in the community, there are a number of actions that the City takes to help create the conditions for a thriving local economy with livable wage jobs. The City works with businesses and potential businesses on retention, expansion, attraction, and start-up. The City contracts for public works and goods and services from the private sector, which also generates employment. The City's Minority Business Development Agency Program works to ensure that businesses in Tacoma receive support on how to successfully do business with the City. The City also provides direct assistance through loans and technical assistance. The City sees itself as part of the network of partners supporting businesses and business districts. As one of the largest employers in Tacoma (approximately 3,600 total), the City also works with workforce development programs to create pathways to employment at the City and ensure that our recruitment and retention efforts are equitable and focused on Tacoma residents.

Primary Program Areas

- Direct Support Services for Businesses
- Permitting Assistance and Support
- Business Recruitment, Marketing, Retention, and Start-Up Efforts
- Business Outreach and Partnerships
- Supporting Workforce Development and Training

Strategic Direction



Increase the number of Tacoma households that have livable wage jobs within proximity to the city

Guiding Plans and Strategic Measures

Guiding Plans

- Economic Development Plan
- Equity in Contracting Plan/ Policy
- Green Economy Plan

Strategic Measures

- Increase number of business licenses
- Increase the number of BIPOC businesses located in Tacoma
- Increase the diversity of types of small business (more industries for livable wage jobs)
- Increase the number of professional pipelines

2023-2024 Proposed Budget for Livable Wage Jobs

The 2023-2024 Proposed Budget includes over \$11M for programs related to the priority area of Livable Wage Jobs. Below is a list of the 15 largest programs funded in the budget in the category of Livable Wage Jobs.

Citywide Livable Wage Jobs

Program	
GTCC Events	3,518K
Workforce Partnerships	3,293K
Minority Business Development Agency	1,945K
Business Attraction, Retention, & Expans	1,223K
Tacoma Dome Business Development	789K
Facilitation of Public and Private Devel	491K
Urban Development Action Grant	343K
Civil Rights Investigations and Outreach	145K
Tacoma Dome Food & Beverage Services	64K
International Business Opportunities and	32K
GTCC Food & Beverage	15K
Economic Development Grants	9K

Major 2023-2024 Budget Initiatives

Major initiatives for 2023-2024 show proposed changes to the baseline budget. The initiative list includes both proposals to reduce and enhance baseline budgets. Livable Wage Jobs Initiatives comprise about \$1.8M in the 2023-2024 Proposed Budget.

Implement Green Economy Strategy Recommendations - \$40k – Funding to implement the Green Economy Strategy Recommendations, which are expected in late 2022. This funding helps implement recommendations such as creating and supporting a Sustainable Industrial and Manufacturing Collaborative, and research and partner with training programs to increase opportunities.

Conduct Citywide 2023 Disparity Study - \$300k - Conduct a Citywide disparity study of procurement in 2023. Disparity studies are required every five years to continue authority for setting mandatory Minority, Women and Small Business utilization rates within public procurement. Tacoma's most recent Disparity Study was published in 2018.

Expand Equity in Contracting (EIC) Capacity Building - \$80k - Expand Equity in Contracting Program services to include direct technical assistance and capacity building resources for Minority and Women Business Enterprises (MWBE) and uncertified Black, Indigenous, and People of Color (BIPOC) businesses to address disparities in public contracting.

Maintain Service Levels and Staffing for Business Services and Equity in Contracting (EIC) Programs - \$180k - Maintain the current Program Technician position to conduct data analysis, maintenance of Black, Indigenous, People of Color (BIPOC) business data for performance measurement and strategy development, as well as, support anti-racist stakeholder communications and effective engagement.

Support Talent Solutions Service Levels - \$440k - Add two positions to the Talent Solutions workgroup, which currently has 16 staff members. The Talent Solutions workgroup is responsible for recruitment and employee relations. Recruitments in 2022 are up considerably from 2019 (301 through July 2022, 2019 had 371 for the entire year) and the group is now supporting new Equitable Recruiting and Selection program which adds a significant amount of work to every recruitment. Human Resources has 247 employees to every recruiting/ employee relations staff whereas peer organizations averaged 79 employees for every recruitment/ employee relations staff.

The City will **continue to support and expand internship programs** as show in the following proposals. In addition, increased capacity in HR will assist with the implementation of internship recommendations and develop a program approach.

Increase Revenues for the Jobs 253 Program – \$150k - Tacoma Public Schools plans to contribute \$150K from its American Rescue Plan Act (ARPA) funding to match \$150K from the General Fund to increase number of youth participating in the Summer Jobs 253 Program from 75 to 150 students/year.

Enhance Driver-in-Training Program - \$338k - Add Drivers in Training positions to create an opportunity to provide training, development, and experience to a more diverse candidate pool to be able to compete for CDL driver positions with Environmental Services.

Support Green Stormwater Infrastructure Diversity & At-Risk Job Training Program – \$150k - Establish a job training program focusing on diverse and/or at-risk individuals such as young adults, recently incarcerated, and/or people experiencing homelessness, for green stormwater infrastructure (GSI) stewardship.

Continue Signal and Streetlight Electrical Worker Pre-Apprenticeship Program - \$118k - Supports a Signal/Streetlight Electrical Worker to continue a successful pre-apprenticeship workforce development program that works to provide opportunities for underrepresented populations in the electrical field.



Utility Rates: Overview



The City operates several large utilities under the direction of the Tacoma Utility Board, including Tacoma Power, Tacoma Water, and Tacoma Rail. The City of Tacoma also manages utility services through its Environmental Services Department, which includes Solid Waste, Wastewater, and Surface Water management. For information on rate development and cost drivers, please visit this website for information from Tacoma Public Utilities [and](#) Environmental Services [presented at the](#) Government Performance and Finance Committee.

Utility Rates: Increases for 2023-2024

The City's utilities are managed by Tacoma Public Utilities (TPU) and the Environmental Services (ES) Department. TPU oversees the Power utility, which generates and transmit electricity, the Water utility, which manages clean drinking water, and the Rail utility, which manages railroad tracks and assets mainly in the Port of Tacoma area. ES manages the Solid Waste utility, garbage and recycling services, and the Wastewater and Stormwater utility, which, together, make up the city's sewer system.

Each of these utilities relies on users of their services to pay for them. The payments for services are often referred to as rates. These rates are intended to cover the cost of rendering the utility services. In the 2023-2024 Proposed Budget, the utilities are facing headwinds similar to the economy generally. Rate increases, therefore, are related to cost increases due to contractual changes, projected labor costs, and other economic and inflationary factors.

The table to the right displays average rate increases and the average residential utility bill projected for the 2023-2024 biennium.

Proposed System Average Rate Increase

Utility	2023	2024
Power	3.5%	3.5%
Water	4%	4%
Rail	Varies	Varies
Solid Waste	4%	4%
Wastewater	8%	8%
Stormwater	6%	6%

Average Monthly Residential Utility Bill

Utility	2022	2023	2024
Power	\$99	\$102	\$106
Water	\$42	\$44	\$46
Rail	NA	NA	NA
Solid Waste	\$49	\$51	\$53
Wastewater	\$27	\$29	\$31
Stormwater	\$59	\$63	\$68

Utility Rates: Bill Credit Assistance Plan

In 2022, Bill Credit Assistance Plan (BCAP) customers received monthly bill credits with full, on-time payments.

Next year, BCAP Plus (BCAP+) customers will receive monthly bill credits in two ways:

- Automatic credit. Households would receive an automatic credit regardless of payment.
- Achievable credit. Additional BCAP Plus credit could be achieved with full, on-time payments

Customers may also apply for utility assistance from outside resources which will increase their opportunity to sustain service without using their own income.

In addition, a one-time Financial Education Credit is still available for households enrolled in BCAP+ who participate in a Financial Education Program offered by one of our approved community partners.

Business License Fees

Gross Income	Current Fee	Proposed Fee
Less than \$12,000	\$25	\$25
\$12,000 - \$250,000	\$110	\$130
\$250,001 - \$1,000,000	\$250	\$300
\$1,000,001 - \$5,000,000	\$250	\$1,000
Over \$5,000,000	\$250	\$1,500

Business License Fees have not been updated since 2017. Prior to 2017, last changes were in 2012. The current annual business license fee structure has 3 tiers. The proposal is for no change or moderate change to the fees for the existing three tiers, and then adding two new tiers for businesses with larger taxable gross earnings.

The table on the left shows the current and proposed fee changes. The proposed effective date is January 1, 2023. The City projects that this change will increase General Fund revenues by approximately \$3M per year. The General Fund is used to support Public Safety, Streets, Libraries, and other services. The increased revenue projection is incorporated as a revenue to support ongoing expenses in the 2023-2024 Proposed Budget.

Excise Tax on Solid Waste Services

The 2023-2024 Proposed Budget includes the implementation of a new excise tax of 6% on Solid Waste Services starting in April 2023. The spending plan on the right shows how the projected revenues of \$7.2M in the biennium could be used to provide sustainable funding for litter and debris services. Staff projects the cost to be \$3 per month for a 60 gallon container (in addition to the rate increases shown above). The spending plan on the right includes funding for Bill Credit Payment Assistance for eligible low income customers for the entire cost of the excise tax.

2023-2024 Projections	
Encampment Response	\$2.5 M
Litter & Debris Response	\$3.7 M
Sanitation Staff Support & Communication	\$0.7 M
Bill Payment Assistance (BCAP)	\$0.3 M
Total Expense	\$7.2 M
Total Estimated Funding	\$7.2 M

Fee Updates and Changes

During the biennial budgeting process, staff reviews fees across the City to ensure the fee amounts keep up with cost of service changes and inflation. To review the changes to the fee schedule, which was provided at the September 6th, 2022 Government Performance and Finance Committee meeting, please follow this link. [↗](#)

In addition to the Fee Schedule changes, the Proposed Budget assumes administrative updates to permit fees managed by Planning and Development Services. The increase is projected to be 8.6% in 2023 and an anticipated 2% increase in 2024 with a 5% technology fee increase in 2024. These increases are based on regional CPI per policy outlined in the Tacoma Municipal Code.

Staff also recommends increasing the application fees for Multi-Family Tax Exemptions (MFTE) from a maximum of \$5,000 to \$10,000 to offset increased administrative costs.

Personnel Complement and Costs: Overview

The 2023-2024 Budget includes contractually obligated pay increases for represented employees. For union contracts yet to be settled, the Budget includes projected increases based on history and other known factors. Non-represented salary increases included in the Budget are based on projected growth in consumer prices and, for specific classifications, market data and/or compression.

The 2023-2024 Proposed Budget includes a total of 4,198.2 Full-Time Equivalents (FTEs) in all funds. This section is organized as follows:

- A summary of FTE changes by department
- A summary of FTE changes in the General Fund by department
- A description of the changes by department
 - Note that the number in parentheses (+/-) next to each department's title section is the net change between 2021-2022 Adjustments & Baseline Corrections and 2023-2024 Proposed Budget Changes.
- In the departmental pages, their section illustrates the annualized FTEs for each biennium listed as well as the difference between the 2021-2022 Adopted Budget and the 2023-2024 Proposed Budget.

Full-Time Equivalents by Department

Department	2019-2020 FTE	2021-2022 FTE	2023-2024 FTE	2021-2022 O/(U) 2023-2024 FTE
City Attorney's Office	53.8	51.3	52.5	1.2
City Council	14.0	15.0	16.0	1.0
City Manager's Office	48.5	62.0	67.5	5.4
Click!	54.0			
Community & Economic Development	29.6	31.9	34.9	3.0
Environmental Services	512.8	524.4	548.6	24.3
Finance	107.0	108.0	116.0	8.0
Fire	419.0	489.3	506.8	17.5
Hearing Examiner	2.5	2.5	2.5	-
Human Resources	47.5	45.2	56.0	10.8
Information Technology	128.1	136.3	153.0	16.8
Library	110.6	108.1	109.3	1.2
Municipal Court	36.3	27.7	24.9	(2.8)
Neighborhood & Community Services	35.2	34.6	39.0	4.4
Planning & Development Services	91.9	103.3	112.6	9.3
Police	406.3	403.5	413.5	10.0
Public Works	268.8	264.3	300.3	36.0
Retirement	10.0	10.0	11.0	1.0
Tacoma Power	784.3	798.2	875.5	77.3
Tacoma Rail	126.0	127.0	114.0	(13.0)
Tacoma Venues and Events	52.3	53.0	54.5	1.5
Tacoma Water	289.3	300.8	325.0	24.2
TPU Service Divisions	247.1	256.4	264.9	8.4
Grand Total	3,874.5	3,952.7	4,198.2	245.5

Full-Time Equivalents in General Fund by Department

City Attorney's Office	17.5	15.3	15.4	0.1
City Manager's Office	3.0	15.6	15.9	0.3
Community & Economic Development	18.2	17.8	16.6	(1.2)
Finance	25.5	24.0	26.0	2.0
Fire	330.9	324.7	335.4	10.6
Information Technology		5.0	5.0	-
Library	110.6	108.1	109.3	1.2
Municipal Court	24.9	20.9	20.1	(0.8)
Neighborhood & Community Services	32.7	32.5	33.7	1.1
Planning & Development Services	7.2	9.8	8.5	(1.3)
Police	396.0	393.3	405.3	12.0
Public Works	17.7	17.4	10.5	(6.9)
Tacoma Venues and Events	1.3	1.0	1.0	-
Grand Total	985.4	985.4	1,002.5	17.1

City Attorney's Office: Personnel Changes (+1.2)

2021-2022 Adjustments & Baseline Corrections (+1.0)

- Added one Labor Negotiator Position in the Labor Relations Division (+1.0)

2023-2024 Proposed Changes (+0.2)

- Convert Management Analyst III Jail Contracts Manager from 0.8 to 1.0 FTE (+0.2)

City Council: Personnel Changes (+1.0)

2021-2022 Adjustments and Baseline Corrections (0.0)

- No changes were made.

2023-2024 Proposed Changes (+1.0)

- Add Constituent Services Position (+1.0)

City Manager's Office: Personnel Changes (+5.4)

2021-2022 Adjustments & Baseline Corrections (+2.4)

- Added Organizational Culture Program Specialist in the Office Equity and Human Rights (+1.0)
- Adjusted work Distribution for Government Relations Analyst (+0.08)
- Added Committee, Boards, and Commissions Coordinator in the Office of Equity and Human Rights (+1.0)
- Added Affordable Housing Action Strategy Coordinator in the Media and Communications Office (+1.0)
- Time-limited project-based Management Analyst II positions ended (-1.63)
- Extended Language Access Coordinator Make Permanent (+1.0)

2023-2024 Proposed Changes (+3.0)

- Add Delayed Start (1 July 2023) Deputy City Manager Position (+0.75)
- Add Government Relations Officer (+1.0)
- Add Project Management Fellow Position (end 31 March 2024) (+0.63)
- Restore Government Relations Analyst Position to full FTE (+0.12)
- Add Management Analyst III Position in Alignment with Communications Study (+1.0)
- Eliminate Vacant Assistant to the City Manager Position (-1.0)
- Extend Management Analyst II for Peace and Reconciliation (-0.5)

Community and Economic Development: Personnel Changes (+0.5)

2021-2022 Adjustments & Baseline Corrections (-1.4 FTE)

- Eliminated one Contract & Program Auditor position (-1.0)
- Eliminated one Contract & Program Auditor position (-0.3)
- Added one Neighborhood & Comm Svc Program Mgr position (1.0)
- Eliminated one Office Assistant position (-1.0)
- Eliminated one Program Technician position (-0.2)
- Eliminated one Program Technician position (-1.0)
- Extended one Project Specialist position at 0.5 FTE (+0.5)
- Extended one Community & Economic Development Supervisor position (1.0)
- Added one Program Development Specialist Lead position (+1.0)
- Added one Program Technician position (+0.5)
- Moved Tacoma Arts Positions from TVE to CED starting in 2023: (+8)

2023-2024 Proposed Changes (+1.9 FTE)

- Postpone filling Assistant Director position (-1.0)
- Add One Contract & Program Auditor (+1.0)
- Add One Program Technician (+1.0)
- Add delay start (1 April 2023) One Program Development Specialist, Lead (+0.88)

Environmental Services: Personnel Changes (+24.3)

2021-2022 Adjustments & Baseline Corrections (+2.4)

- Added Management Analyst II to increase support for the Environmental Services Budget Team (+1.0)
- Made budgeted a filled Office Administrator position supporting Operations & Maintenance Division (+1.0)
- Added Biosolids Distribution Operator to address increased TAGRO demand (+1.0)
- Updated Gov Relations Analyst position Cost Distribution (+0.1)
- Timing of various Recycle Reset positions ending as the education surcharge approaches sunset date (-0.7)

2023-2024 Proposed Changes (+21.9)

- Add Management Analyst II and Management Analyst I in support of an enhanced Equitable Environmental Education and Transcreation Team (+2.0)
- Add two Solid Waste Collector/Drivers to support Commercial Collections Program Growth (+2.0)
- Add two Solid Waste Collector/Drivers Transfer to address increased hauling time related to new organics processing provider (+2.0)
- Establish Solid Waste Support Services section and add 1 Assistant Division Manager and 1 Management Analyst II (with 2023 delayed start) (+1.8)
- Establish New City Litter Crew (1 Route Supervisor, 3 Solid Waste Workers, 2 Laborers) (+6.0)
- Provide administrative program support for new citywide clean-up efforts and add 1 Assistant Division Manager and 1 Financial Assistant (+2.0)
- Continue Satelling Recycling Stations Cleanliness and Maintenance with 1 permanent Solid Waste Worker (+1.0)
- Enhance the Driver-in-Training program with 2 Solid Waste Worker positions (+2.0)
- Add two Customer Service Representative - Technical Positions to support increased demand for Solid Waste (+2.0)
- Delimit vacant Management Analyst I position to redirect resources to Billing & Technical Services (-1.0)
- Make budgeted a filled Senior Project Manager position (+1.0)
- Hold Environmental Lab Scientist position vacant (-1.0)
- Add 1 Grounds Maintenance Crew Leader (with delayed 2023 start) and move Grounds Maintenance Worker from part-time to full-time to support ES Grounds Maintenance Team (+1.3)
- Delimit 4 temporary labor (0.25 FTE each) positions and 1 full-time laborer position and redirect resources within ES Grounds Maintenance (-2.0)
- Add Climate Implementation Data and Grant Analyst (Management Analyst II) (+1.0)
- Continue Project Specialist position in support of EnviroChallenger waste prevention program (+1.0)
- Add Environmental Services Equity Lead (Management Analyst II) (+1.0)
- Add 1 Engineer for Collection System Capacity Management and Modeling (+1.0)

- Hold Source Control Representative position vacant (-1.0)
- Update Government Relations Analyst position Cost Distribution. (-0.1)

Finance: Personnel Changes (+8.0 FTE)

2021-2022 Adjustments & Baseline Corrections (+0 FTE)

- Eliminated MAI in Ariba Support (-1.0)
- Added MAII in Ariba Support (+1.0)

2023-2024 Proposed Changes (+8 FTE)

- Add Senior Buyer positions (+2.0)
- Add Management Analyst II positions to expand support for Tax & License Systems (+2.0)
- Add Management Analyst II position in support of Participatory Budgeting (+1.0)
- Add Management Analyst III positions in support of SAPNow (+2.0)
- Add Tax & License Lead Compliance Officer (+1.0)

Fire: Personnel Changes (+15.0)

2021-2022 Adjustments & Baseline Corrections (+11.0)

- Added back Engine 5 Staffing (+12.0)
 - Captain (+1.0), Lieutenants (+3.0), and Firefighters (+8.0)
- Added Fire Lieutenant Clinical Coordinator for Paramedic Training Program (+1.0)
- Added Fire Lieutenants to create EMS field support response unit (+5.0)
- Added Firefighter-Paramedic (+2.0)
- Removed Project Cross Shift Roving Firefighters (-4.0)
- TFD CARES Adjustments (-7.0)
 - Removed project Behavioral Health Response Unit positions - Management Analyst (-3.0), Registered Nurse Case Manager (-1.0), and Office Assistant (-1.0)
 - Removed Project Opioid Mobile Response Unit positions - Mobile Registered Nurse (-2.0)
- BLS Staffing Adjustments (+2.0)
 - Removed Deputy Chief and Safety Director not needed for BLS (-2.0)
 - Added BLS Training Support - Captain (+1.0) and Lieutenant (+1.0)
 - Added Fire Maintenance Electrician (+1.0)
 - Added EMS Billing Manager (+1.0)

2023-2024 Proposed Changes (+4.0)

- Add Customer Service Representative and Customer Service Representative, Lead for EMS Billing (+2.0)
- Add Financial Assistant for BLS purchasing support (+1.0)
- Add a Warehouse Technician for EMS Supply and Asset Management (+1.0)
- Add Lieutenant to support BLS Training and certification Management (+1.0)
- Add IT Analyst for GIS and Technical Support (+1.0)
- Remove Fire Captains intended for BLS Support (-2.0)

Hearing Examiner: Personnel Changes (0.0)

2021-2022 Adjustments & Baseline Corrections (0.0)

No adjustments or corrections were made.

2023-2024 Proposed Changes (0.0)

No changes were made or proposed.

Human Resources: Personnel Changes (+10.80)

2021-2022 Adjustments & Baseline Corrections (+4.3)

- Added Human Resource Managers for Talent Acquisition and Employee Relations (+2.0)
- Added Senior Human Resource Analysts to Support Human Resources Management Systems and Classification & Compensation (+2.0)
- Added Management Analyst III to Manage the Workforce Data and Analytics Workgroup (+1.0)
- Added Human Resources Specialist for Learning Workgroup (+1.0)
- Removed Remainder of Special Projects Position (-0.2)
- Removed Assistant Human Resources Director (-1.0)
- Removed Term-Limited Continuous Improvement Management Analyst I (-0.5)

2023-2024 Proposed Changes (+6.5)

- Extend Management Analyst I for COVID Support for One Year (+0.5)
- Add Human Resources Analyst and Human Resources Specialist to Support Talent Solutions (+2.0)
- Add Senior Human Resources Analyst to Support Classification and Compensation Workgroup (+1.0)
- Extend Management Analyst II Through 2024 to Support Instructional Design Efforts (+1.0)
- Add Management Analyst III and Management Analyst II to Support Continuous Improvement Projects and SAP Now Implementation (+2.0)

Information Technology: Personnel Changes (+16.75)

2021-2022 Adjustments & Baseline Corrections (+5.75)

- Corrected Computer Services Technician Position (+0.75)
- Added staff support for SAP Now Project (+2.0)
- Moved Accela permitting software team from Planning and Development Services to Information Technology (+3.0)

2023-2024 Proposed Changes (+11.0)

- Add Business Analyst III as permanent positions in support of Utility-related modules (+2.0)
- Add Information Technology Analyst to ensure Database Resiliency (+1.0)
- Add Information Technology Analyst, Senior Technical to support Infrastructure Teams Database Management (+2.0)
- Add Information Technology Manager in support of SAP (+1.0)
- Add Information Technology Supervisor in support of SAP (+1.0)
- Add Management Analyst I (+1.0)
- Add Management Analyst II in support of SAP (+2.0)
- Add Management Analyst III in support of SAP (+1.0)

Library: Personnel Changes (+1.2)

2021-2022 Adjustments & Baseline Corrections (-0.3)

- Converted 20 Pages into 4 Library Assistants through attrition (-4.6)
- Restored Program Coordinator (+1.0)
- Added Collection Development Librarian (+1.0)
- Added Library IT Analyst (+1.0)
- Added Page (+1.29)

2023-2024 Proposed Changes (+1.5)

- Add delayed start Behavioral Health Crisis Responder (+0.75)
- Add delayed start Safety Staff (+0.75)

Municipal Court: Personnel Changes (-2.8)

2021-2022 Adjustments & Baseline Corrections (-2.8 FTE)

- Reduce Court Clerk position to 0.5 FTE (-0.5)
- Eliminate Court Clerk positions (-4.0)
- Add Court Clerk position to 0.7 FTE (+1.4)
- Reduce Court Clerk position to 0.7 FTE (-0.3)
- Reduce Court Clerk positions to 0.8 FTE (-0.4)
- Add Court Clerk positions (+2.0)
- Eliminate Court Clerk position (-0.7)
- Eliminate Court Commissioner position (-1.0)
- Add Court Commissioner position (+1.0)
- Reduce Court Operations Supervisor to 0.7 FTE (-0.3)

2023-2024 Proposed Changes (0.0 FTE)

No changes were made or proposed.

Neighborhood and Community Services: Personnel Changes (+4.44)

2021-2022 Adjustments & Baseline Corrections (+2.44)

- Added Contract & Program Auditor and reallocated partial Program Technician from Community and Economic Development (+1.44)
- Added Homeless Engagement Alternatives Liaison (HEAL) Team Lead Program Development Specialist (+1.0)

2023-2024 Proposed Changes (+2.0)

- Add Program Development Specialists for HEAL Team (+2.0)

Planning and Development Services: Personnel Changes (+9.3)

2021-2022 Adjustments & 2023-2024 Baseline (+11.0)

- Added Administrative Assistant (+1.0) for support of Planning Commission meetings
- Added Development Specialist I (+1.0) to provide residential development support and Permit application support
- Eliminated Environmental Specialist (-1.0)
- Eliminated Office Assistant (-1.0)
- Eliminated Management Analyst II (-2.0)
- Added Planners to provide neighborhood planning services (+3.0)
- Engineer Reclassifications (+8.6)
- Permit Specialist (+1.0)
- Plans Examiner II (-1.0)
- Plans Examiner III (+1.0)

2023-2024 Proposed Changes (-1.7)

- Add Development Specialist II (holding vacant 1st half of 2023) (-0.25), reclassified principal engineer (above)
- Add Senior Engineer (holding vacant 1st half of 2023) (-0.25) for residential development services
- Add Senior Engineer (+1.0) for commercial building services
- Add Senior Planner (holding vacant 1st half of 2023) (+0.25) reclassified engineering office coordinator (above)
- Receive support from Public Works Senior Human Resources Analyst (+0.3)
- Add Natural Resource Specialist I (holding vacant 1st half of 2023) (+0.25) for natural resources services

Police: Personnel Changes (+10.0)

2021-2022 Adjustments & Baseline Corrections (+5.0)

- Added Crime Analyst, Senior Crime Analyst, (+2.0)
- Added Crime Scene Technicians (+2.0)
- Removed Forensic Services Specialist (-2.0)
- Added Police Captain (+1.0)
- Added Deputy Chief (+1.0)
- Added Police Chief of Staff (+1.0)

2023-2024 Proposed Changes (+5.0)

- Add Crime Scene Technicians (+4.0)
- Add Forensic Services Supervisor (+1.0)

Public Works: Personnel Changes (+33.8)

2021-2022 Adjustments & Baseline Corrections (+22.8)

- Returned Patching Crew from Environmental Services to Public Works (was one-time efficiency) (+4.0)
- Real Property Services (RPS) staff that support Tacoma Public Utilities now show in RPS budget (+6.0)
- Municipal Court staff that support Traffic Enforcement, Engineering and Education now show in Public Works budget (+2.8)
- Added Grounds Maintenance Crew (+2.0)
- Added Engineering Support for Grant Funded Projects, limited duration (+6.0)
- Added Road Use Compliance Officer (+1.0)
- Extended Project Manager Position for Capital Improvement Program (+1.0)

2023-2024 Proposed Changes (+11.0)

- Add delayed start (April 2023) Grounds Maintenance Workers (+1.75)
- Add delayed start (April 2023) Traffic Sign & Marking Specialist (+0.88)
- Add delayed start (April 2023) Associate Planners (+1.75)
- Add delayed start (March 2023) Management Analyst III (+0.92)
- Add delayed start (April 2023) Engineering Office Coordinator (+0.88)
- Add delayed start (April 2023) Construction Manager (+0.88)
- Add delayed start (April 2023) Real Estate Specialist (+0.88)
- Add delayed start (April 2023) Real Estate Specialist Senior (+0.88)
- Add delayed start (April 2023) Project Manager (+0.88)
- Add delayed start (April 2023) Assistant Fleet Managers (+1.75)
- Add delayed start (April 2023) Facilities Maintenance Mechanic (+0.87)
- Add Electrical Worker (+1.0)
- Align part of Senior Human Resources Analyst to support Planning and Development Services (-0.3)
- Postpone filling Parking Enforcement Officer position (-1.0)
- Postpone filling Lead Parking Enforcement Officer position (-1.0)

Retirement: Personnel Changes (+1.0)

2021-2022 Adjustments & Baseline Corrections (0.0)

- No changes were made.

2023-2024 Proposed Budget (+1.0)

- Add Deputy Chief Investment Officer (+1.0)

Tacoma Public Utilities: Personnel Changes (+97.0)

POWER (+77.3)

2021-2022 Adjustments & Baseline Corrections

- Additional staff to support capital projects, increased development activity, and address workforce gaps (+20.0; *biennial average reflects a change of +10.0*)

2023-2024 Proposed Changes

Reinstating budget to existing positions:

- Construction & Maintenance and System Reliability (+8.5)
- Energy Imbalance Market (+1)
- Grounds Maintenance (+.75)
- Hydro Projects (+1.34)
- Technology Services (+2.5)

Adding positions:

- Pre-Apprenticeship Program (+5.5)
- Construction & Maintenance Work Planning (+1)
- Outage Management (+3)
- Conservation Programs (+2)
- Decarbonization and Electrification efforts (+2)
- Energy Imbalance Market (+1)
- New Services (+3)
- Safety (+3)
- Environmental Compliance (+2)
- Physical Security (+1)
- Cybersecurity (+1)
- Resource Planning (+1)
- Natural Resources (+14)
- Mayfield Lake Park (+.5)
- Asset and Project Management (+4)
- Rates & Planning (+3)
- Facilities Planning (+1)
- Change Management (+1)
- Instructional Design (+1)
- Network & Telecommunications Support (+2)
- Technology Support (+1)

WATER (+24.2)

2021-2022 Adjustments & Baseline Corrections

- Additional staff to address workforce gaps identified during reorganization (+8.0; *biennial average reflects a change of +4.0*)

2023-2024 Proposed Changes

- Positions to support preparing our workforce for the future and provide customers increased value (+4.0)
- Positions to improve systems, processes, and use of resources (+6.0)
- Positions to support span of control and workload for maintenance and construction (+7.0)
- Position to support protection of the Watershed (+1.0)
- Reductions (-1.84)

RAIL (-13.0)

2023-2024 Proposed Changes

- Added Fleet Manager, Assistant for locomotives (+1.0)
- Removed unfilled Rail Chief Mechanical Officer (-1.0)
- Reduction in vacant Railway Conductor positions (-9.0)



- Reduction in vacant Locomotive Engineer positions (-1.0)
- Reduction in vacant Railway Yardmaster positions (-1.0)
- Reduction in vacant Railway Track Maintenance Worker position (-1.0)

TPU SERVICE DIVISIONS (+8.4)

- Added System Administrator to support Public Disclosure program (+1.0)
- Real Property Services moved to General Government internal service fund (-7.3)
- Customer Services
 - Customer contact and lobby services (+7.4)
 - Billing and meter support (+3.0)
 - Technology enablement, training, and data analysis support (+4.3)

Tacoma Venues and Events: Personnel Changes (+1.5)

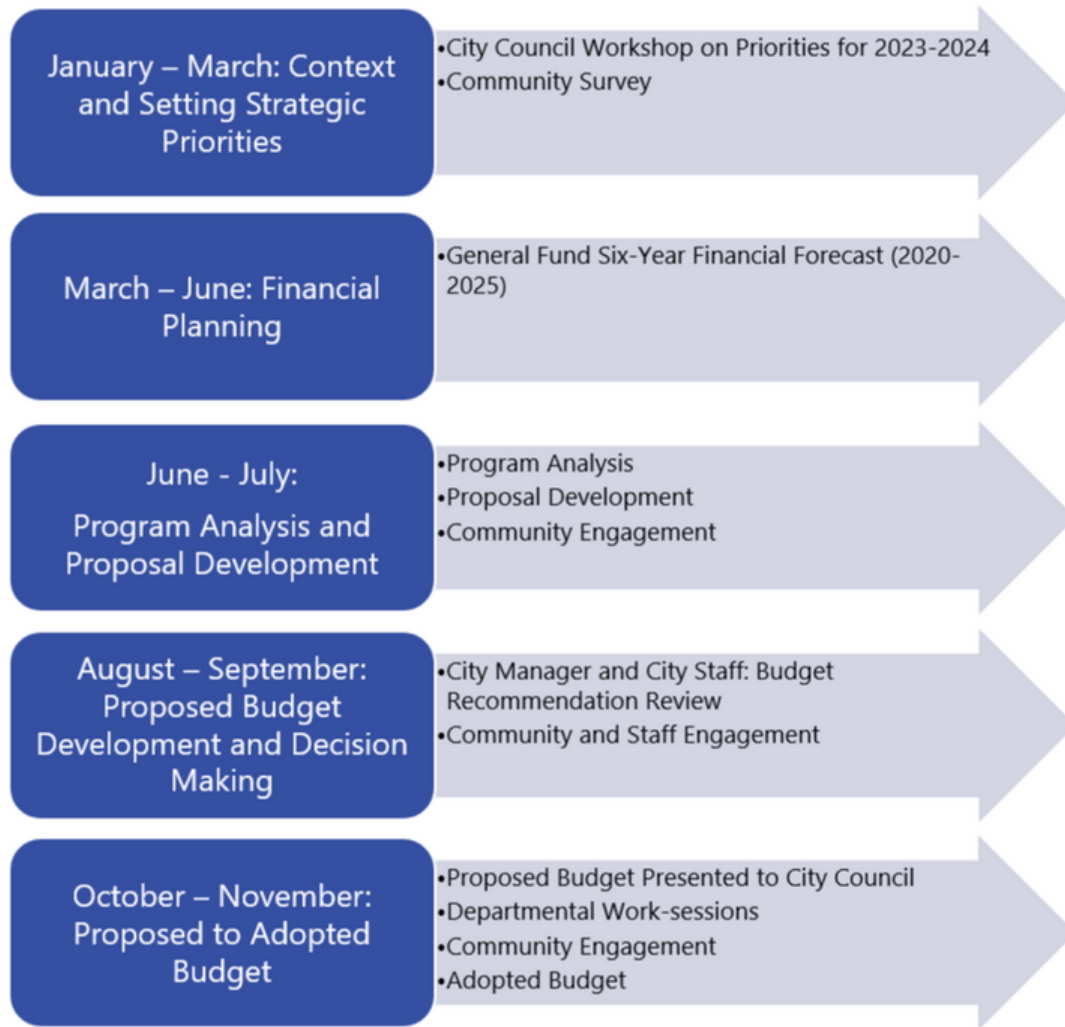
2021-2022 Adjustments & Baseline Corrections (+0.5)

- Added Office Assistant (+1.0) for administrative management at the Tacoma Dome and Greater Tacoma Convention Center
- Reallocated portions of Administrative Assistant, Financial Supervisor, and Management Analyst to CED (-0.5)

2023-2024 Proposed Changes (+1.0)

- Add Deputy Director of Sales & Marketing (+1.0) as part of a Departmental re-organization

Budget Calendar



February 2022

City Council Workshop on Priorities for 2023-2024

March 29, 2022

Community Survey shared with City Council

June 7, 2022

General Fund Six-Year Forecast (2020-2025) & Program Analysis

- Identification: What does the City do?
- Costing: What does it cost?
- Impacts: Does it impact the City's priorities?

June - September 2022

The City Manager met with staff to **review budget recommendations**.



The City conducted **Community and Staff Engagement** (Online Surveys on Priorities, Balancing Act, and Online Meetings).

Event	Date
Broadway Farmers Market*	June 2022
Eastside Farmers Market*	June 2022
MOSAIC	July 2022
Hilltop Street Fair	August 2022

September 2022

2023-2024 Proposed Budget: preparation and budget document development

October 4, 2022

2023-2024 Proposed Budget presented at the City Council Study Session

October - November, 2022

City Council budget workshops detailing the 2023-2024 Proposed Budget by Council priority & Fall Community Outreach – including Town Hall and Online Balancing Act Tool

Departments	Date
City Manager	October 4, 2022
Environmental Services, Tacoma Public Utilities, Public Works	October 11, 2022
Tacoma Fire, Community and Economic Development, Neighborhood and Community Services	October 18, 2022
Tacoma Public Libraries, Tacoma Police, Planning and Development Services	October 25, 2022
Internal Services: Finance, Human Resources, Information Technology, Media and Communications, Office of Equity and Human Rights, Office of Health and Safety	November 1, 2022

November 15, 2022

First reading of 2023-2024 Proposed Budget, CFP, and Capital Budget Ordinances.

November 22, 2022

Second reading of 2023-2024 Proposed Budget, CFP, and Capital Budget Ordinances

December 2022

2023-2024 Biennial Budget adoption deadline

Budget Monitoring and Adjustments 2023

April

Reappropriation: At the end of each biennium, departments have the opportunity to submit reappropriation requests to carry forward unspent but committed budget dollars into the next biennium. A commitment exists if the City has issued a purchase order or entered into some other contractual agreement.

December

Mid-Biennium Modification: State law requires that the City Council meet in the final quarter of the first year of the biennium for the purpose of a mid-biennial review and modification of the biennial budget. This allows an opportunity to adjust expenditure budgets (appropriations) and revenues to align them with more recent conditions and projections.

2024

December

Biennium End Modification: As the biennium progresses, changes to the budget are necessary due to variances in revenue projections and unforeseen expenditure adjustments and/or needs. The purpose of the Biennium End Modification is to more accurately budget for the ongoing needs of the City. Throughout 2023-2024, the Office of Management & Budget monitors the performance of departments and funds and may bring forward additional amendments to the City Council if appropriation increases are needed.

DEPARTMENTS



How the Budget is Created

To develop the Proposed Budget for 2023-2024, City staff:

- Reviewed the 2021-2022 Adopted Budget
- Updated the 2021-2022 Adopted Budget with ongoing adds and reductions made during the modification processes in 2021-2022
- Projected expenses and revenues to reflect trends in 2023-2024.

This process creates the baseline budget. Departments then submit proposals to change the baseline budget through the addition or reduction of expenses, positions, or revenues.

The baseline budget and incremental changes to the baseline budget are shared in the major initiative section of the financials. The **Personnel Complement Changes** section details personnel changes from adjustment processes, the baseline budget, and proposals.

Department Summaries

The following section provides a brief introduction to the work performed by each department as well as a three-biennium overview of financials. Each department's section is divided into four major components: department overview, financial overview, and strategic goals.

Department Overview

Mission Statement – a brief statement describing the overall purpose of each department

Key Function Organization Chart – a chart illustrating the organization of the major bodies of work performed by each department

Department Overview – a description of each department's major services and/or operational divisions

Financial Overview

Financials by Fund – a breakdown of how the department is funded

Financials by Category – a breakdown of the total expenditures of a department, including the total departmental FTEs and expenses by cost categories.

Personnel Complement Changes - brief descriptions of changes in department Full Time Equivalents (FTEs) from the 2021-2022 adopted budget, includes changes from modification processes in 2021-2022, baseline adjustments, and proposals.

Financials by Program – a breakdown of the total expenditures of a department, by the programs or services provided by the department.

Major Initiatives - The 2023-2024 baseline budget removed one-time enhancements included in the 2021-2022 budget, restored one-time reductions, adds any ongoing proposals from the 2021-2022 biennium (modification process or corrections), and includes cost increases due to contractual changes, projected labor costs, and other economic and inflationary factors. Major initiatives for 2023-2024 show proposed changes to the baseline budget. The initiative list includes both proposals to reduce and to enhance baseline budgets.

Financials by Fund and **Financials by Category** show the following:

- Actuals for the 2019-2020 Biennium
- The 2021-2022 Adopted Budget
- The 2023-2024 Proposed Budget

Strategic Goals

2021-2022 Initiatives - Major accomplishments and considerations from 2021-2022 that shaped the 2023-2024 proposed budget.

2023-2024 Initiatives - Major initiatives for 2023-2024



City Attorney's Office

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Overview

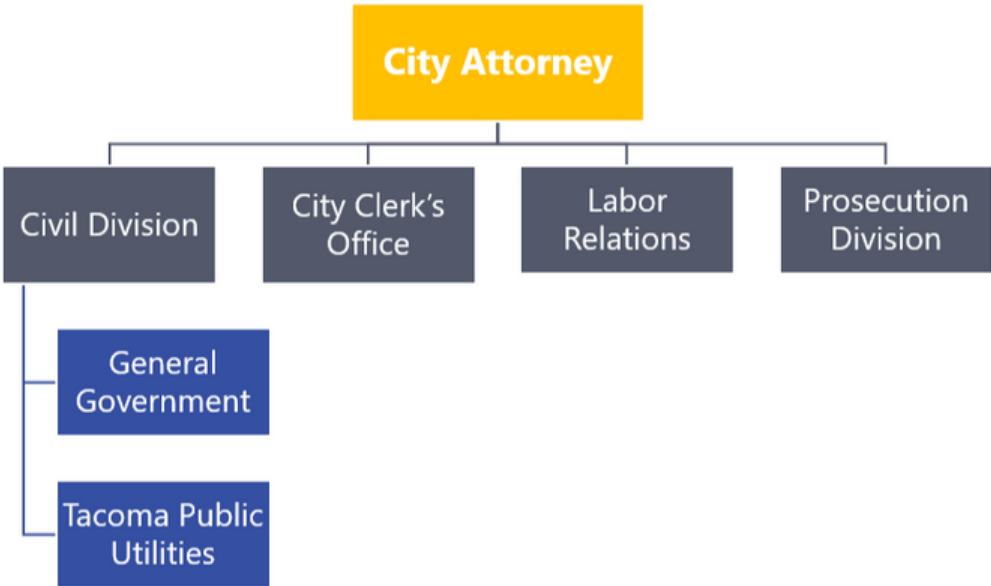
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Dedicated to advancing the public trust and helping the City of Tacoma achieve its policy goals by providing high quality, ethical, responsive, and economical legal services.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

The City Attorney's Office represents the City in its day-to-day operations. The City Attorney acts as legal adviser to the City Council, the City Manager, and all officers, departments, and boards of the City. The department has four divisions: Civil, Prosecution, Labor Relations, and the City Clerk's Office.

Civil Division

The Civil Division is responsible for all legal matters of the City and provides legal counsel and representation to the City's elected and appointed officials. The Civil Division handles all claims, represents the City in all lawsuits and hearings, and prepares and/or approves all legal documents. The Division maintains two offices, one at the Tacoma Municipal Building and one at Tacoma Public Utilities.

City Clerk's Office

The City Clerk oversees the City Council's agenda and business meetings, retains the official record of all formal meetings of the City Council, codifies ordinances into the Municipal Code, and acts as the custodian of the City seal and official City records. The City Clerk also serves as the City's municipal election official and assists in the initiative and referendum process.

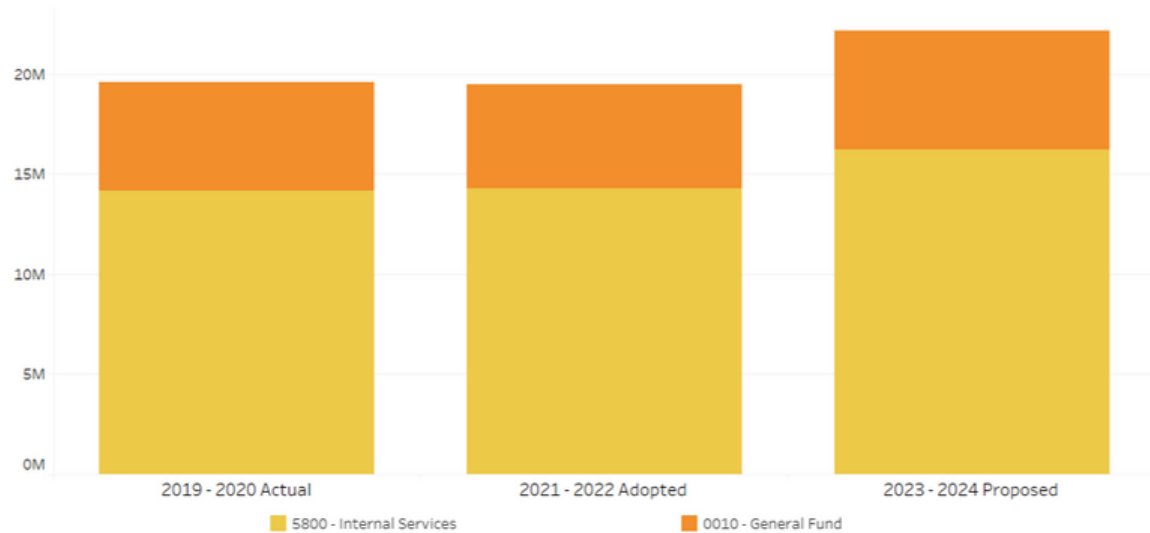
Labor Relations

The Labor Relations Division negotiates and administers all labor contracts on behalf of the City of Tacoma and serves as the primary point of contact for union business representatives for 29 collective bargaining units.

Prosecution Division

The Prosecution Division is responsible for the prosecution of all violations of City criminal codes before the Tacoma Municipal Court and advises City departments charged with enforcement.

Financial Overview: Financials by Fund



	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating 0010 - General Fund	\$5,071,517	\$5,185,412	\$5,920,886
5800 - Internal Services	\$13,042,364	\$14,269,783	\$16,201,043
Grand Total	\$18,113,881	\$19,455,195	\$22,121,929

Financials by Fund Summary

The City Attorney's Office Prosecution Division is fully funded by the General Fund and makes up 25% of the City Attorney's Office budget. The Civil Division, City Clerk's Office, and Labor Relations Division are funded through internal charges, which share costs across City departments within the 5800-CAO Internal Service Fund. This funding source is categorized as Indirect Costs. The General Fund pays approximately 29% of the Indirect Costs.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

The primary expenditure of the City Attorney's Office is Personnel Services, which includes the compensation of approximately 53 Full Time Equivalents (FTEs). This category increased in the 2023-2024 Proposed Budget. Indirect costs represent shared charges from other City departments. These costs increased in 2023-2024 due to increased costs and investments in shared services.

Personnel Complement Changes (+1.2)

2021-2022 Adjustments & Baseline Corrections (+1.0)

- Add one Labor Negotiator Position in the Labor Relations Division (+1.0)

2023-2024 Proposed Changes (+0.2)

- Restore Management Analyst III Jail Contracts Manager from 0.8 to 1.0 FTE (+0.2)

Financial Overview: Financials by Program

Category	Division	Program	2023-2024 Proposed Budget
Operating	City Clerk's Office	Clerk's Office	\$1,287,940
		Committees, Boards, and Commissions	\$257,088
		Records Management	\$375,099
	Civil Division	Civil Division GG	\$5,670,878
		Civil Division TPU	\$3,333,379
		Code Enforcement	\$440,437
		Misdemeanor Jail Contract Management	\$399,440
		Tort Litigation	\$2,250,390
	Labor Relations Di..	Labor Negotiations	\$2,585,833
	Prosecution	Prosecution	\$5,521,445
Grand Total			\$22,121,929

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$18,113,881	\$19,455,195	\$21,924,725	\$197,204	\$22,121,929
Full Time Equivalent	53.8	51.3	52.3	0.2	52.5

2023-2024 Proposed Initiatives

Ongoing	Restore Jail Contract Management Employee to Full-time	71K
	Reclassify Assistant City Attorney to Deputy City Attorney	18K
One-Time	Increase General Government Civil Division Legal Research Funding	30K
	Add Labor Negotiator	3K
Grand Total		121K

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- Supported City Council through the City Clerk's Office efforts in establishing successful remote and hybrid Council meetings.
- Resolved 338 claims for damages (47 settled for \$158,227.73, seeking \$224,506.81; and 291 claims closed without payment, seeking \$15+ million combined).
- Litigated dismissal of numerous significant lawsuits against the City, either through motion at the trial court or on appeal.
- Obtained a 30-year extension of the development schedule for Tacoma Water's second largest water right permit.
- Negotiated new collective bargaining agreements with multiple City unions.
- Settled WSDOT's \$12 million damage claim in consideration for the City's right to use and maintain new sewer lines and the City's payment of \$3.5 million.
- Prevailed in challenge to Ecology's compliance with the Administrative Procedure Act relating to the Puget Sound Nutrient General Permit.

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Continue the digitization of certain historical Council records to be completed by Spring 2023.
- Design and collect data on charging outcomes in the Prosecution Division over the 2023-2024 Biennium.
- Assist in the Ten-Year Public Utilities Management Review, as required by the City Charter, in 2023.
- Support the Ten-Year City Charter review process, as required by the City Charter, in 2024.

Racial Equity Action Plan (REAP) Goals

- The Tacoma City Attorney's Office reflects the community it serves.
- Community engagement and input informs the practice, policies, and output of the City Attorney's Office.
- Race is not a predictor of the impact of how meetings, hearings, and City events are noticed by the City.

Resource Conservation & Climate Plan (RCCP) Goals

- All divisions focused on paper reduction efforts through increased use of electronic file management systems, with a shared goal of moving toward a paperless office.
- Legal advice and involvement in various conservation and Climate Plan action efforts, such as the creation of transportation programs and infrastructure for electric car charging stations.
- The Prosecution Division is partnering with the Municipal Court on an electronic case management system with the goal of having a 100 percent paperless file environment.
- Increase voluntary telework status for all employees after the end of the Emergency Telework Directive.
- Provide additional work-related and personal training on issues for all department staff, to include guest speakers and demonstrations on related topics such as electric vehicle purchase and use, and effective use of virtual technology for meetings.

City Council

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

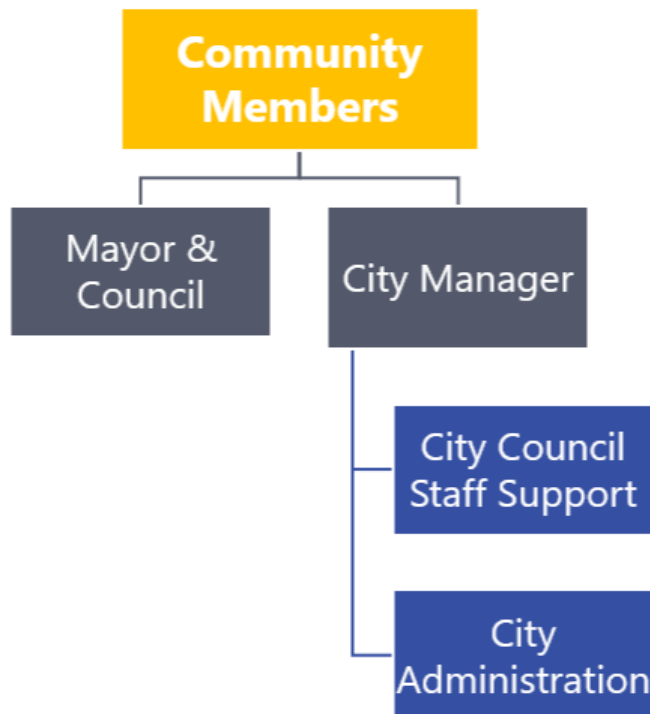
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Proposed Initiatives, Financials by Program

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Provide high-quality, innovative, and cost-effective municipal services that enhance the lives of our residents and the quality of our neighborhoods and business districts.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

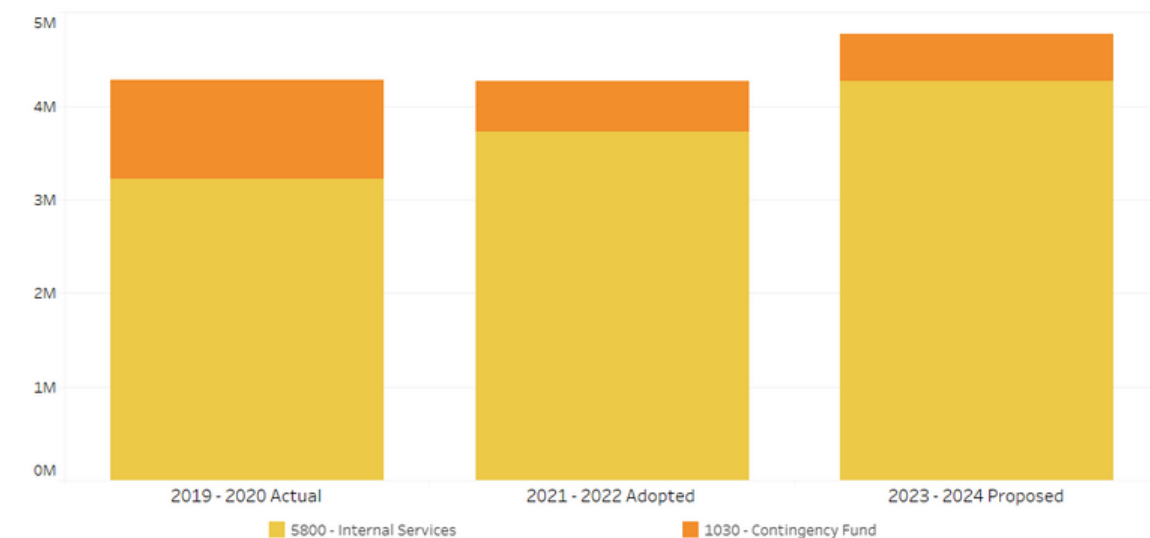
General Summary

The City of Tacoma operates under the Council-Manager form of local government. The City Council consists of the Mayor, who is elected by the community at large, and eight elected Council Members (five representing defined geographical districts and three representing one community). All serve four-year terms.

Council duties include providing strategic direction and vision; adopting and amending City laws; approving the budget; establishing City policies and standards; setting the City's State and Federal legislative agenda; approving contracts and agreements when appropriate; appointing residents to boards, committees and commissions; and representing the City.

The City Council appoints the City Manager to administer the City's day-to-day operations, work with City departments to carry out its policies and priorities, and ensure the entire community receives equitable City services.

Financial Overview: Financials by Fund



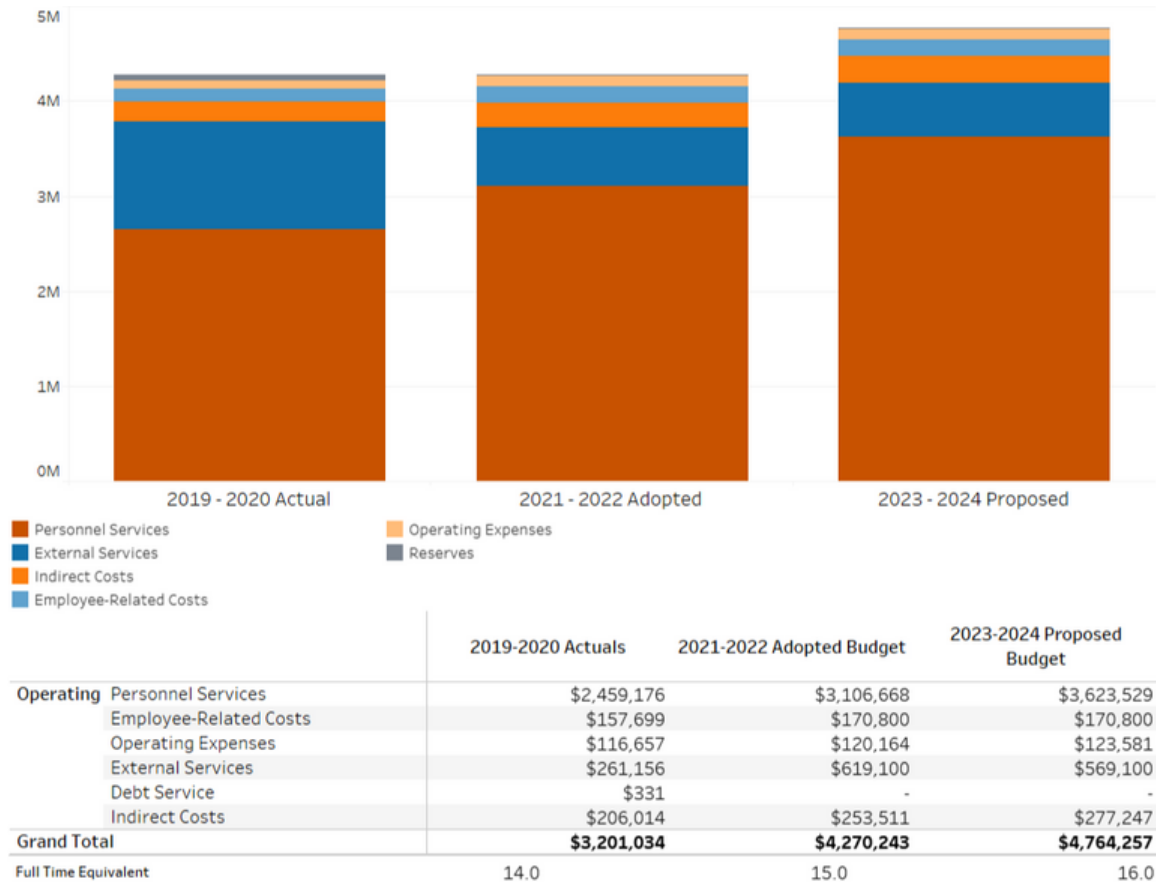
	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating 1030 - Contingency Fund	\$289,327	\$550,000	\$500,785
5800 - Internal Services	\$2,911,707	\$3,720,243	\$4,263,472
Grand Total	\$3,201,034	\$4,270,243	\$4,764,257

Financials by Fund Summary

The City Council is funding primarily by the 5800-Internal Services fund. This fund is paid for by city departments. These payments are shown in departmental budgets as Indirect Costs. Making up nearly 90% of the funding for the City Council, this fund pays for the vast majority of the Council's operating costs. These costs are mainly for salaries for the City Councilmembers and their support staff.

Fund 1030-Contingency Fund primarily serves as the Council Contingency Fund, though it also houses the Deportation Defense Fund. These funds help defray legal costs for individuals facing deportation proceedings.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Personnel Services and Employee-Related costs make up nearly 80% of the costs for the City Council. These categories are for City Council members and support staff salaries and benefits. Changes in this cost category are related to citywide compensation adjustments. External Services is the second largest area of expense for the City Council. These costs are typically for outside contractors who perform certain services.

Personnel Complement Changes (+1.0)

2023-2024 Proposed Changes (+1.0)

- Add Constituent Services Position (+1.0)

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$3,201,034	\$4,270,243	\$4,550,395	\$213,863	\$4,764,257
Full Time Equivalent	14.0	15.0	15.0	1.0	16.0

2023-2024 Proposed Initiatives

Ongoing	Enhance Constituent Services	231K
One-Time	Reduce Council Contingency Funding	(50K)

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Financial Overview: Financials by Program

Division	Program	2023-2024 Proposed Budget
Mayor and City Council	Council Contingency	\$450,000
	Deportation Defense Fund	\$50,785
	Mayor and City Council	\$4,263,472
Grand Total		\$4,764,257

City Manager's Office

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Work in support of the City Council's mission, vision, and goals and provide oversight for all City departments.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

The City Manager's Office provides executive oversight and management of City operations and houses five service areas: Customer Support Center, Office of Equity and Human Rights (OEHR), Government Relations Office, Media and Communications Office (MCO), and the Office of Health and Safety (OHS).

Tacoma 2025 Strategic Planning program is also housed in the City Manager's Office. Management of the plan includes alignment of organizational processes and plans to the Tacoma 2025 goals and objectives, facilitation of Council processes to align Council priorities and budget decisions to the Tacoma 2025 goals and objectives, and the redevelopment of the strategic plan.

The City Manager's Office provides administrative support to the City's elected officials and analytical support in the advancement of City Council policy development goals.

Customer Support Center

The TacomaFIRST 311 Customer Support Center provides a "one-stop shop" with a concierge feel for services, with access through face-to-face interaction, telephone support, online resources, and mobile connectivity. The mission of the Customer Support Center is to deliver exemplary support to Tacoma residents, visitors, and business owners by providing timely, informative, and responsive service to resolve customer needs.

Government Relations Office

The Government Relations Office provides comprehensive representations of the City's interests before the Washington State Legislature and Tribal, State, and Regional bodies. It also provides focused representation on key issues and specific goals before the U.S. Congress and Federal agencies.

Media and Communications Office (MCO)

MCO serves as the communications liaison between the City and the public. Through a variety of multimedia activities, MCO works to tell the story of the City of Tacoma – its accomplishments, programs, services, and strategies to move it forward – by creating and leveraging opportunities to advance the mission and strategic direction of the organization. That mission and strategic direction is set by the community's vision in the form of our strategic plan, Tacoma 2025. MCO helps facilitate Council workshops to identify the highest priority strategic indicators in Tacoma 2025, which are highlighted as Council Priorities. The Office then leads cross-departmental coordination and implementation of strategic initiatives to achieve those Council Priorities, both internally with staff and externally with partners.

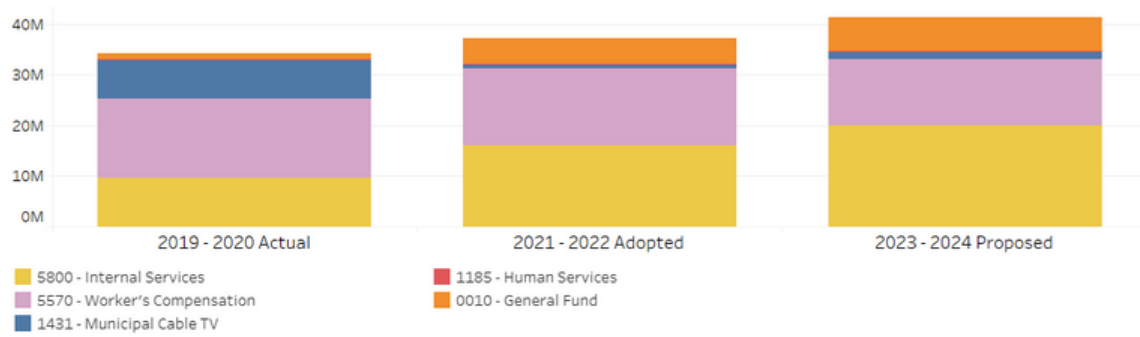
Office of Equity and Human Rights

The mission of OEHR is to achieve equity in the service delivery, decision-making, and community engagement of the City. The office does this work by working with city departments and community members to identify and eliminate the underlying drivers that perpetuate racial inequity in order to provide opportunity and advancement for all. The Human Rights Division informs businesses, housing providers, and community members of their civil rights and responsibilities under relevant antidiscrimination laws and statutes.

Office of Health and Safety

The Office of Health and Safety provides oversight and leadership for the overall City of Tacoma Safety program. OHS's goal is to ensure that workplace safety is a key management priority, on par with fiscal responsibility, operational excellence, and legal and regulatory compliance. The office focuses on enhancing the culture of safety within every City workplace, to measurably reduce injuries/incidents and get everyone home safe at the end of the day.

Financial Overview: Financials by Fund



		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating	0010 - General Fund	\$771,255	\$5,001,813	\$6,546,712
	1185 - Human Services	\$341,696	\$259,376	\$427,220
	1431 - Municipal Cable TV	\$4,553,849	\$796,245	\$1,373,285
	5800 - Internal Services	\$8,310,298	\$16,157,321	\$19,930,942
Non-Operating	5570 - Worker's Compensation	\$12,339,852	\$15,005,271	\$13,028,546
Grand Total		\$26,316,950	\$37,220,026	\$41,306,705

Financials by Fund Summary

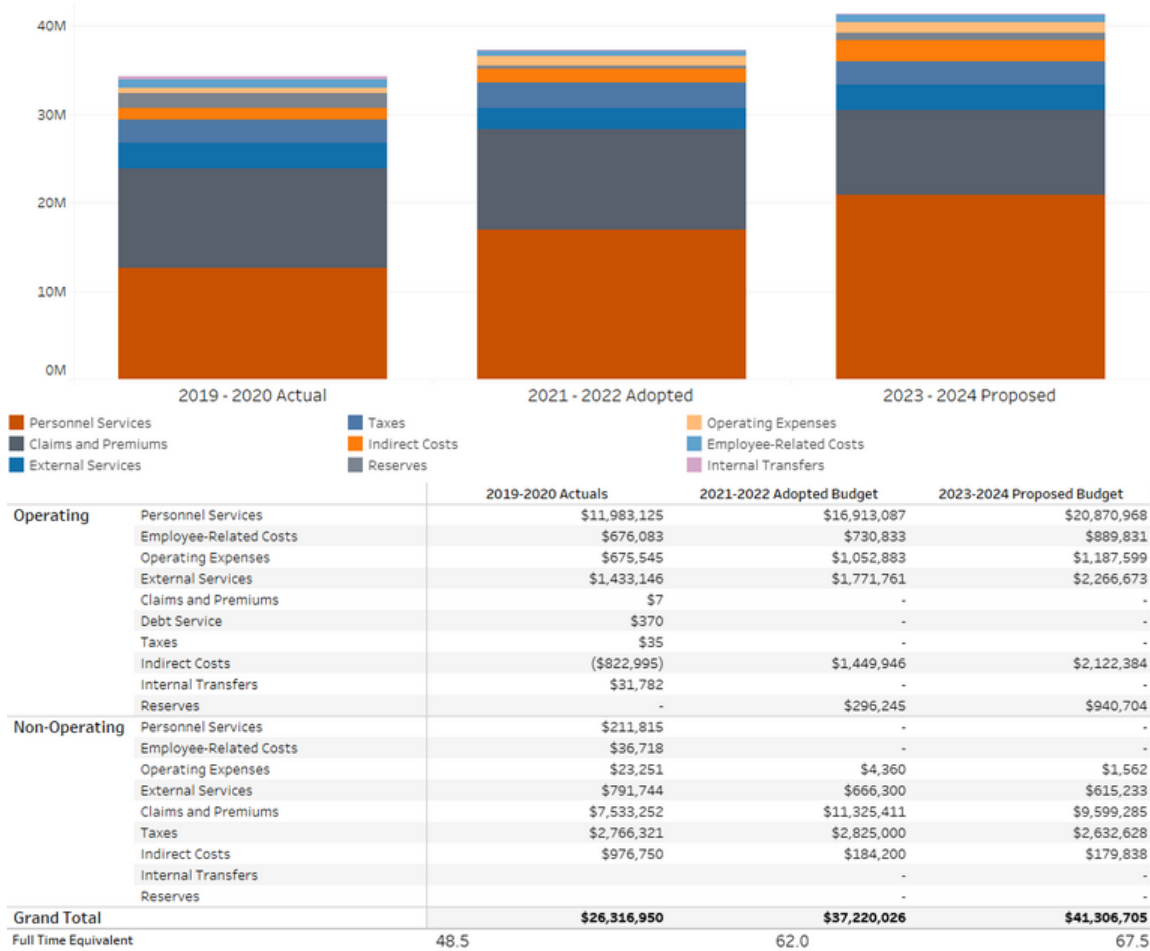
General Fund spending makes up 23% of the City Manager's Office operating budget. This was a change in the 2021-2022 biennial budget when unrestricted TV Tacoma revenue was moved to the General Fund from the 1431 Municipal Cable TV fund. The primary source of the City Manager's Office's funding is through the 5800-CMO General Government Internal Services Fund. Funding for 5800 is paid for by City departments. These payments are shown in department expense budgets as Indirect Costs. This fund grew in the 2021-2022 biennial budget due to the creation of the Department of Safety.

The 1431 Municipal Cable TV fund supports capital expenditures in TV Tacoma.

Initiatives such as the Tenant Relocation Fund and Equity and Human Rights Grants, (housed in the Office of Equity and Human Rights) are supported by the 1185-HRHS Special Revenue fund.

The Office of Health and Safety monitors the 5570 Worker's Compensation fund on behalf of the City which is a resource for workers' compensation claims.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Personnel Services comprises the largest category of expenditures in the City Manager's Office operating expenses (74%), paying for wages and benefits of the 64.5 employees in the City Manager's Office. Personnel Services is projected to be higher in 2023-2024 due to anticipated increases in wages and benefits and the addition of 5.4 staff. External Service expenses are higher in 2023-2024 to extend projects in the Media and Communications Office and Office of Equity and Human Rights.

Personnel Complement Changes (+5.4)

2021-2022 Adjustments & Baseline Corrections (+2.4)

- Added Organizational Culture Program Specialist in the Office of Equity and Human Rights (+1.0)
- Adjusted work Distribution for Government Relations Analyst (+0.1)
- Added Committee, Boards, and Commissions Coordinator in the Office of Equity and Human Rights (+1.0)
- Added Affordable Housing Action Strategy Coordinator in the Media and Communications Office (+1.0)
- Time-limited project-based Management Analyst II positions ended (-1.7)
- Extended Language Access Coordinator to Make Permanent (+1.0)

2023-2024 Proposed Changes (+3.0)

- Add Delayed Start (July 2023) Deputy City Manager Position (+0.8)
- Add Government Relations Officer (+1.0)
- Add Project Management Fellow Position (end March 2024) (+0.6)
- Restore Government Relations Analyst Position to full FTE (+0.1)
- Add Position in Alignment with Communications Study (+1.0)
- Extend Management Analyst II for Peace and Reconciliation (+0.5)

- Eliminate Vacant Assistant to the City Manager Position (-1.0)

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget
Operating	Office of Health & Safety	Office of Health and Safety	\$3,223,566
		Internal Safety Services	\$332,637
		Shared Safety Services	\$300,550
	Media and Communications Office	Cable Franchise Svcs & Video Production	\$4,707,423
		Media and Communications Shared Servs	\$4,125,907
		TV Tacoma - Capital Investments	\$1,373,285
		Strategic Planning - Tacoma 2025	\$1,207,924
		Community Engagement & Language Access	\$228,000
	Office of Equity and Human Rights	Equitable Services Analysis	\$1,046,204
		Workforce Equity Development	\$1,003,209
		Civil Rights Investigations and Outreach	\$976,363
		Administration	\$810,085
		Landlord Tenant Program	\$722,309
		Immigrant and Refugee Affairs Commission	\$371,917
		Civil Rights Investigations Outreach HUD	\$162,451
		Civil Rights Investigations and Outreach	\$144,769
		Tenant Relocation	\$120,000
		Human Rights Commission	\$113,991
		Commission on Disabilities	\$89,600
		Capacity Building	\$26,627
	City Manager's Office	City Council Administration	\$2,957,855
		Special Projects	\$1,223,159
	Customer Support Center	Customer Service - 311	\$1,618,827
	Government Relations Office	Regional & State Legislative Priorities	\$780,704
		Federal & Tribal Programs	\$610,798
Non-Operating	Office of Health & Safety	Workers' Compensation	\$13,028,546
Grand Total			\$41,306,705

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$26,316,950	\$37,220,026	\$38,440,487	\$2,866,218	\$41,306,705
Full Time Equivalent	48.5	62.0	64.5	3.0	67.5

2023-2024 Proposed Initiatives

Ongoing	Reorganize Media and Communications Office Positions Consistent with Communications Study	446K
	Add Deputy City Manager Position	406K
	Add Government Relations Officer	389K
	Maintain Language Access Coordinator	285K
	Increase per Household Tenant Relocation Assistance	80K
	Restore Government Relations Analyst Position to Full-time	62K
	Continue Administrative Support to Mayor's Youth Council (MYC)	24K
	Reclass TV Tacoma - Station Manager Position	12K
	Delimit Vacant Position Assistant to the City Manager	(350K)
One-Time	Maintain Language Access Coordinator	55K
	Add Project Management Fellow Position	206K
	Extend Tacoma Anchors Network Contract	155K
	Continue Equity Action Collaborative Contract	125K
	Extend Peace and Reconciliation Coordinator Position	113K
	Continue Strategic Plan Scoping and Work planning	50K
	Support Commission on Immigrants and Refugee Affairs	20K
	Hold Vacant Management Fellow Position for Three Months	(23K)

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Strategic Goals: 2021-2022 Initiatives

Customer Support Center

Accomplishments

- TacomaFirst 311 upgraded their operating systems, migrating all online and mobile app services to See Click Fix.
- All request types are now available via both the website and on the mobile app.
- The new software platform has increased both transparency and access: Logged issues are visible to others who may share the same site-based concern, users can change the language they use on See Click Fix.
- On-site customer service counter was modified for increased health and safety for both community members and staff.

Issues or Considerations

- TacomaFirst 311 is monitoring an uptick in reporting since the new software came online to determine ongoing staffing/support needs.

Government Relations Office

Accomplishments

- Developed the City's first State and Federal legislative agendas rooted in anti-racist systems transformation.
- Successfully lobbied for a suite of State Bills related to transformation of law enforcement and criminal justice systems, with the Governor hosting the final bill signing in Tacoma.
- Evaluated and amended the structure of the Government Relations Office to support current needs, including expanding local/regional government collaborations and connections.
- Developed position and recruited for a Government Relations Officer to join the City's Executive Leadership team.

Issues or Considerations

- Worked under lean staffing constraints throughout 2022.

Media & Communications Office (MCO)

Accomplishments

- County wide expansion of the Equity Index in partnership with TPU, TPCHD, and Pierce County
- Formalization of a city-wide Engagement Practitioners' team
- Completion of a comprehensive Equitable Engagement Plan
- Completion of a comprehensive Language Access plan
- Conversion of Council Chambers to allow for hybrid City Council meetings
- Redesign of the city-wide intranet to organize and streamline access to employee resources (Tacoma Hub)
- Completion of 2-year plan for Tacoma Anchor Collaborative
- Formalization of the Equity Action Collaborative

Issues or Considerations

- Completing the web assessment in first quarter 2023.
- Integrating the recommendations of the 2022 Communications Study
- Remodel of Council Chambers to accommodate Study Session being held in hybrid format.
- Ramping up for the next 10-year Strategic Plan which will begin in 2025
- Implementation of the Language Access plan
- Implementation of the Equitable Engagement plan
- Supporting growth of the Equity Action Collaborative
- Working in partnership with Continuous Improvement and OEHR on Transformation efforts
- Working in partnership with the Office of Management and Budget

Office of Equity and Human Rights



Accomplishments

- Aligned the City's Rental Housing Code with State law and enhanced enforcement powers.
- Rental Housing Code recognized by the National League of Cities Eviction Prevention Program.
- Led departments in developing Racial Equity Action Plans (REAPs).
- Worked with Human Resources Office of Equal Employment Opportunity (EEO) to develop citywide Retention Strategy.
- Developed an update to the Tacoma Municipal Code establishing Juneteenth as a paid holiday.
- Completed Equity 101 Training for 90% of City Employees.

Issues or Considerations

- Staff capacity to effectively operationalize equity in service delivery.
- Gaps in data analysis related to equity.
- Advancing Reconciliation efforts
- Aligning internal and community-led efforts with Anti-Racist Systems Transformation.
- Impacts of eviction moratorium ending, hate crime violence, language access issues.
- Effectively engaging commissions in transformation work and strengthening relationship between Commissioners and Council Committees.
- Equitable recruitment, hiring and retention of employees of color.
- Providing appropriate support and development opportunities for people/departments at different places on the anti-racism journey.
- Measuring leadership accountability related to implementation of Resolution 40622.

Office of Health and Safety

Accomplishments

- A reduction in injury claims by 41% over five years, 20% from 2020 to 2021.
- Founded the Safety Training Improvement Team – created to identify and mitigate gaps in all areas of training, including vendor contracted training
- Developed a defensive driving and close quarter maneuvering program to reduce vehicle incidents and injuries
- Developed Teams Channel to support Operational Leadership with Safety concerns
- Founded the Contractor Safety Team - created to identify and mitigate the risk of contractor safety protocols
- Provided key support functions during the Covid-19 Pandemic

Issues or Considerations

- Identifying, creating and executing training relevant to 22 City departments
- Investigating incidents through a standardized process and reviewing incident investigations to mitigate future injuries
- Focusing current resources on mental health injuries occurring in multiple frontline departments
- Working on proactive techniques to address soft tissue injuries

Strategic Goals: 2023-2024 Initiatives

City Manager's Office (CMO) Goals

The following goals pertain to the City Manager's Office as a whole.

Operational Goals

- Build Confidence in City Government: The City Manager's Office will communicate and engage with the residents of Tacoma in ways that build confidence in trust in the City of Tacoma.
- Service Quality: In order to improve service quality, the City Manager's Office will coordinate, support, and empower City departments so that satisfaction with every service the City provides that is measured by the National Citizen Survey improves at a rate appropriate for its current satisfaction rating.
- Equity, Empowerment, and Engagement: In order to improve equity in City services, the City Manager's Office will coordinate with and empower its divisions and all City departments to ensure equitable access to City services as indicated by no statistically significant differences between the satisfaction levels of respondents of different council districts as reflected in the National Citizen Survey.

Racial Equity Action Plan (REAP) Goals

The City Manager's Office of Administration's Racial Equity Action Plan (REAP) is currently under development. It is intended to serve as the City of Tacoma's overall document of accountability. It will include expectations of departments and offices, requirements of CMO administration, and demonstrate the connection to council priority areas, anti-racist system transformation, and the City's equity and empowerment framework. It will contain the same three goal areas as all Racial Equity Action Plans in the City:

- The City of Tacoma workforce reflects the community it serves
- Purposeful community outreach and engagement
- Equitable service delivery to all residents and visitors

Resource Conservation & Climate Action Plan (RCCP) Goals

- CMO widens internal reach of Climate Action Plan
- Public meetings incorporate sustainability metrics
- Improve internal & external communication for climate preparedness community resources

The following goals are division-specific.

Customer Support Center

Operational Goals

- Collect ongoing feedback through developing and implementing an ongoing customer service survey.
- Work with Media and Communications Office on an advancing language access at the TacomaFirst 311 customer service counter, including providing guidance documents in multiple languages to help improve service to walk-in customers.
- Improve internal communications to ensure TacomaFirst 311 services are clear and well understood across our organization and shared accurately with the community.

Government Relations Office

Operational Goals

- Follow Council's guidance in advancing State and Federal legislative priorities aligned with the office Racial Equity Action Plan (REAP).
- New Government Relations Officer onboarded; office optimizes new processes and reporting relationships under new structure.
- Mayor and Council national leadership roles leveraged to provide local learnings and benefits to the City of Tacoma.

- REAP reviewed to ensure that goals are optimized for new office structure, and updated as needed.

Media & Communications Office (MCO)

Operational Goals

- Communicate and engage with the residents of Tacoma so that there is a measurable increase in the percentage of residents of the City of Tacoma that express trust in the City by 2025.
- Implementation of the 2022 communications study recommendations

Racial Equity Action Plan (REAP) Goals

- Increase engagement across all demographic groups.
- Increase belief and trust through transparent and timely communications.
- Ensure Media and Communications reflects the community to ensure relatable and diverse communications.

Office of Equity and Human Rights

Operational Goals

- Continue leadership and support for Anti-Racist Systems Transformation, TPU's Strategic Directive Number 1 on Equity and Inclusion, and related work.
- Continue to build capacity around enforcement of anti-discrimination laws through data-informed outreach and communications activities.
- Support the Affordable Housing Action Strategy through fair housing investigations, landlord-tenant law education, and tenant relocation services.
- Partner with HR on implementing Retention Strategies to improve retention of employees of color, including Affinity Group support and coordination.
- Partner with City departments to ensure staff and commissions reflect the racial & ethnic demographics of the city.
- Implement the Targeted Universalism framework in all departments to identify and eliminate disparities in service delivery.
- Work with City departments to identify and recommend changes to City policies in support of Anti-Racist Systems Transformation.

Racial Equity Action Plan (REAP) Goals

- Implement the City's equitable recruitment and selection guidelines for all OEHR recruitments.
- Meaningfully engage commissions supported by OEHR in policy development and decision-making process.
- Implement the City's Language Access and Language Justice actions.
- Continue to use data and community engagement to target Human Rights outreach to areas of the community that have been historically under served.

Office of Health & Safety

Operational Goals

- Build a robust training program that includes: a training matrix for all job classifications (for General Government and TPU), development of quality training presentations for all L&I required training (34 topics), and development for engaging and competent trainers to deliver consistent training.
- Build a strategic, structured incident investigation program for all City and TPU departments regarding (but not limited to)
- Develop a program based on prevention for all City employees to directly assist employees with the following: PTSD, Depression, Anxiety, Suicidal Ideation, Substance Abuse

Racial Equity Action Plan (REAP) Goals

- The Office of Health and Safety (OHS) staff reflects Tacoma's diversity and maintains or increases its current level of racial and ethnic diversity.
- The OHS will apply an equity lens, to all City Safety Training Programs, to improve equitable service delivery to all departments.



Community and Economic Development

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

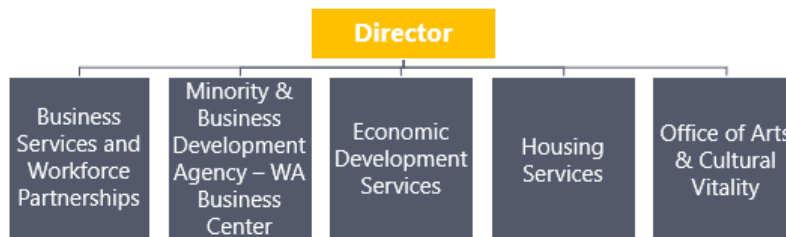
FINANCIAL OVERVIEW: Financials by Fund, Financials by Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Facilitate equitable economic growth and opportunity by supporting existing businesses, enabling reinvestment and revitalization, and promoting the attraction and creation of new businesses, living wage jobs, and housing options to enhance the quality of life in the community.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

The Community & Economic Development (CED) Department leverages staff expertise, City, State, County, Federal and private sector resources and community partnerships to drive economic growth and improve conditions for Tacoma residents, businesses, and visitors.

Department Overview: General Summary

Business Services & Workforce Partnerships

Business Services & Workforce Partnerships facilitates and coordinates City efforts for collaborative revitalization of neighborhoods, which includes small business development with a special focus on equity and inclusion. The division does this by integrating programs of the Economic Development Services Division, and MBDA fostering established and new relationships with community-based organizations.

Workforce Partnerships programs include the Local Employment & Apprenticeship Program (LEAP), and the Small Business Enterprise (SBE) Program. LEAP provides residents of Tacoma with the training and support services necessary to complete apprenticeship requirements, preparing participants for livable wage jobs in the building and construction trades. LEAP focuses on areas of the City in Community and Empowerment Zones. SBE aims to increase employment opportunities for small business contractors and individuals seeking to increase their skills through training and apprenticeship on City-funded projects. The division also oversees the Equity in Contracting (EIC) program and coordinates with other City departments.

Minority Business Development Agency (MBDA)

The federally funded MBDA-Washington Business Center delivers direct and consultant-based technical assistance and business development services to eligible minority-owned and small business enterprises throughout the state with a focus on Tacoma and the Puget Sound area. Through leveraging its resources, the MBDA-Washington Business Center compliments and assists CED's economic development activities and programs, including the City's Equity in Contracting (EIC) program initiative.

Economic Development Services

Economic Development Services provides business retention, expansion, and attraction services for employers through direct outreach and contracts with partner organizations. The division also facilitates real estate development activities and proactive marketing of public and private properties to support development opportunities. Over the past four years,

Housing Services

Housing Services provides financing through federal, state, and local resources to assist with the production and preservation of affordable housing throughout the city. The division seeks to finance non-profit housing developers and other housing organizations in coordination with the U.S. Department of Housing & Urban Development, the Washington State Department of Commerce, Housing Finance Commission, and Pierce County. The goal of these financing programs is to increase the number of affordable housing units for low- and very-low income households in Tacoma.

In addition, the division provides down-payment assistance to income-eligible homebuyers in targeted areas of the city and offers housing repair and rehabilitation assistance to low-income seniors, families, and persons with disabilities. It also has responsibility for major components of the Affordable Housing Action Strategy including foreclosure prevention services and funding, and partners with numerous other departments and TPU in its implementation. Finally, Housing Services oversees Community Development Block Grants and HOME Investment Partnership programs, two important federal programs that aim to increase affordable housing units.

Office of Arts and Cultural Vitality

Arts and culture are essential to Tacoma - enlivening its downtown core, contributing to the livability of its neighborhoods, and enhancing the quality of life of its residents and visitors. The Office of Arts & Cultural Vitality supports the cultural sector in Tacoma in a variety of ways including funding programs, public art, professional development, and special programming.

The office has two branches:

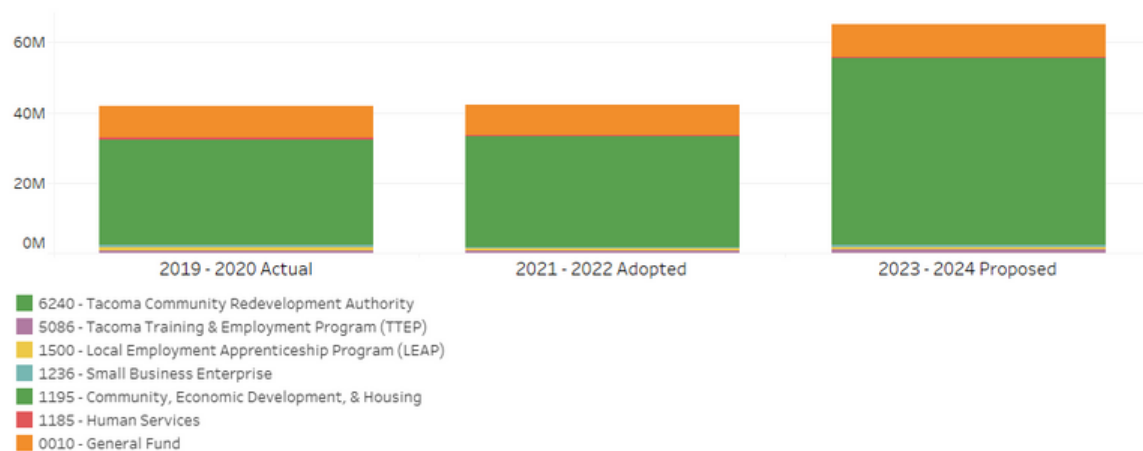
Arts - The Tacoma Arts Commission and its staff play a vital role in supporting Tacoma's arts and cultural programs. They encourage the development of the local arts community through the administration of funding programs for artists and arts-focused community projects, managing the City's public art collection, and producing a variety of public programs, including Tacoma Arts Month and the Tacoma Poet Laureate program.

the division has helped identify potential funding for development, including the Federal Opportunity Zone program and other public and private sources of equity and debt financing.

Other duties of the division include conducting research and providing information for businesses, supporting recruitment, and the facilitation of international trade and development activities. These activities are conducted through partnerships with other organizations and public sector agencies. Finally, the division administers the Multifamily Property Tax Exemption Program, which provides tax incentives for property owners that invest in market rate and affordable multifamily housing in the downtown or Mixed Use Centers, and has oversight of the Downtown Tacoma Partnership, which operates the Business Improvement Area (BIA).

Tacoma Creates - Tacoma Creates is a voter-approved initiative to increase access to arts, culture, heritage, and science experiences throughout Tacoma by reducing barriers to access and expanding offerings, particularly for underserved youth. Eligible non-profit arts, culture, heritage, and science organizations are able to apply for funding that helps them expand equitable access to public programs, increase opportunities in neighborhoods throughout Tacoma, expand educational options for youth, and build sustainability for ongoing cultural programs that provide value for people throughout the City of Tacoma. The Tacoma Creates Advisory Board serves in an advisory capacity to the Tacoma Creates staff on funding programs.

Financial Overview: Financials by Fund



		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating	0010 - General Fund	\$8,901,634	\$8,725,190	\$9,236,124
	1185 - Human Services	\$336,964	-	\$150,000
	1195 - Community, Economic Development, & Housing	\$17,041,920	\$31,762,715	\$53,318,039
	1236 - Small Business Enterprise	\$367,554	\$482,184	\$917,595
	1500 - Local Employment Apprenticeship Program (LEAP)	\$601,616	\$678,137	\$628,234
	5086 - Tacoma Training & Employment Program (TTEP)	\$427,325	\$628,103	\$885,950
Non-Operat..	6240 - Tacoma Community Redevelopment Authority	\$802	-	\$40,205
Grand Total		\$27,677,816	\$42,276,328	\$65,176,146

Financials by Fund Summary

The General Fund makes up 15% of the Community and Economic Development Department's funding. Funding from the General Fund increased in 2023-2024 by 3% due to increases in salaries and benefits, external service contracts, and indirect costs.

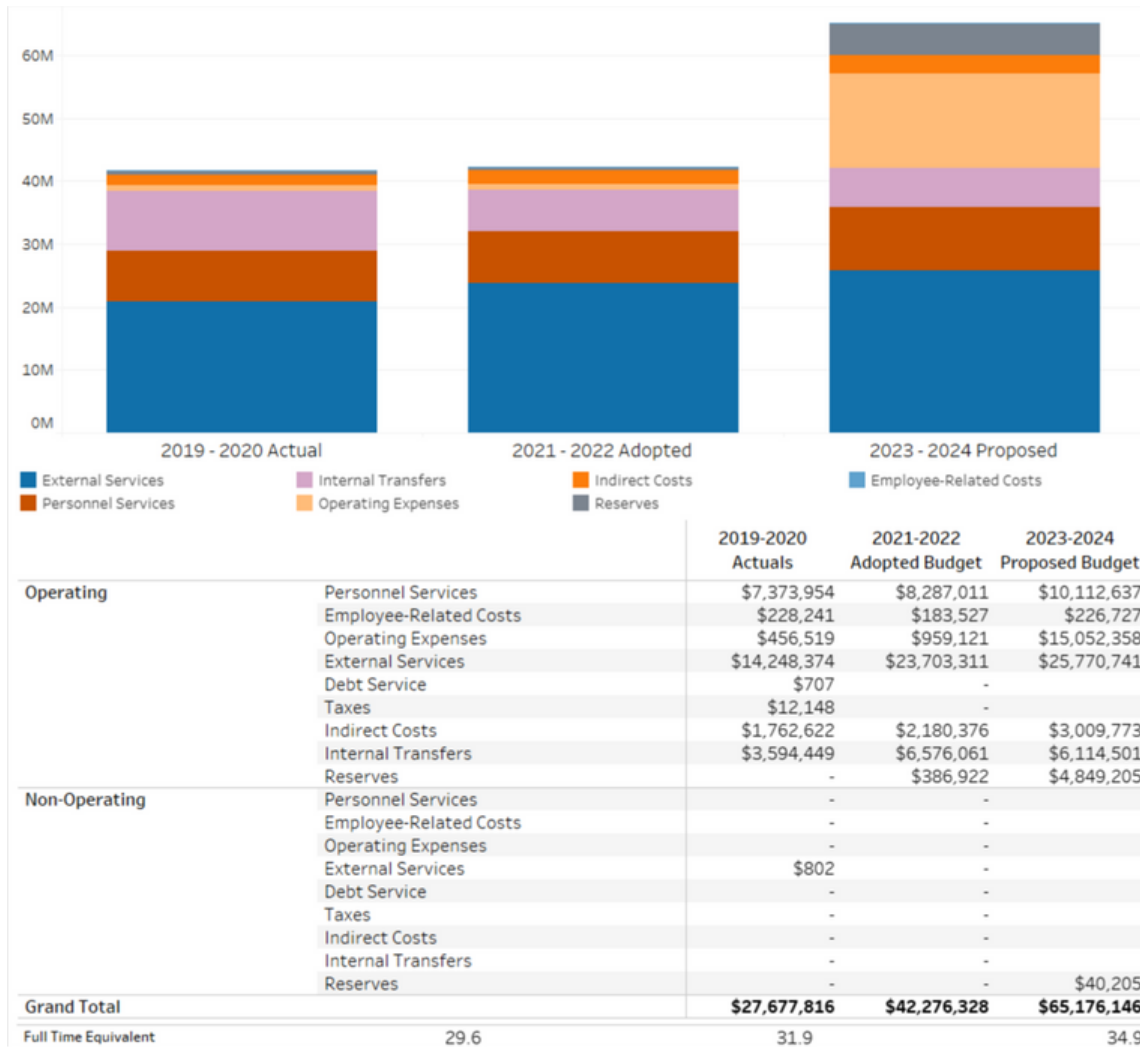
Special revenue Fund (1195) increases by 86% in 2023-2024 largely due to Sales Tax derived from Substitute Ordinance No. 28747, a sales tax increase of 1/10th of 1 percent in support of affordable housing, that was passed by Tacoma City Council effective July 1, 2021. The increase in Sales Tax comprises 84% of the total increase in funding. Another increase is the Down Payment Assistance fund as a one-time General Fund expense.

In Fund 1195, the department manages several federal grants such as the Community Block Grant (CDBG), Emergency Solutions Grants (ESG), Economic Development Administration Loans and technical assistance, and HOME. A grant from the U.S. Department of Commerce funds the City's Minority Business Development Agency (MBDA) Program, a grant from the Environmental Protection Agency funds LEAP's environmental hazardous training program.

The department also collects charges for services in Fund 1195, which includes fees for the Downtown Business Improvement Area (DTBIA) Program, Multifamily Property Tax Exemption, and consulting fees from the Minority Business Development Agency (MBDA) program.

In Funds 1236, 1500, and 5086, indirect cost revenues are from other City departments for internal services provided by Equity in Contracting, Workforce Development, Local Employment & Apprenticeship Program (LEAP), and the Tacoma Training and Employment Program (TTEP).

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

The 2023 - 2024 proposed expenditures budget has an overall increase of 35% compared to the 2021-2022 biennium. Personnel Services increase by about 18% in 2023-2024 due to new added positions and increased cost of wages & benefits. Operating Expenses have an increase of about 94% mostly due to planned capital expenditure funding using the Affordable Housing Sales Tax. External Services are mainly composed of professional services and external contracts. In 2023- 2024, external contracts and professional services increased by approximately 8% in areas such as Affordable Housing, the Neighborhood Business District Program, Equity in Contracting, Down Payment Assistance, Foreclosure Prevention, and Youth Educational Development & Training.

Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2023-2024 by about 28% due to increased costs and investment in shared services. Internal Transfers are related to budgeted amounts sent by one fund to another fund or external agency and include transfers to Housing Rehabilitation and Public Facility Improvements. Internal Transfers decreased by about 8% in 2023 - 2024 due to reductions in transfers to Tacoma Community Redevelopment Authority.

Personnel Complement Changes (3.0)

2021-2022 Adjustments & Baseline Corrections (+1.1 FTE)

- Added Financial Assistant (+1.0)
- Added Administrative Assistant (+1.0)
- Eliminated Office Assistant (-1.0)
- Added Neighborhood & Community Services Program Manager Position (+1)
- Reallocated portions of Administrative Assistant, Financial Supervisor, and Management Analyst from TVE to CED (+0.5)
- Reallocated portions of Contract & Program Auditor and Program Technicians between NCS and CED (-1.4)

2023-2024 Proposed Changes (+1.9 FTE)

- Postpone filling Assistant Director position (-1.0)
- Add Program Technicians (+2.0)
- Add delay start (April 2023) One Program Development Specialist, Lead (+0.9)

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget
Operating	Housing	Affordable Housing Sales Tax	\$14,978,531
		Affordable Housing Fund	\$6,906,142
		Affordable Housing	\$2,900,654
		Housing Rehabilitation	\$1,735,318
		Public Service	\$1,171,230
		HOME Lakewood Contribution	\$929,948
		CDBG Administration	\$879,998
		Pub Fac Improvements	\$698,549
		Down Payment Assistance	\$632,850
		HOME Program Administration	\$542,816
		Affordable Housing	\$86,842
		Local Economic Development Grants	\$66,425
	Tacoma Creates	Tacoma Creates Community Funding	\$8,035,912
		Tacoma Creates Enhanced Access	\$4,017,958
		Tacoma Creates Administration	\$1,605,133
		Arts Administration	\$1,259,073
		Tacoma Creates Transportation	\$1,236,292
		Tacoma Creates Capacity Building	\$927,221
		Public Art Program	\$698,939
		Tacoma Arts Commission	\$402,794
		Public Arts Install & Community Outreach	\$380,976

Business Services & Workforce Partners		Minority Business Development Agen..	\$1,945,000
		Equity in Contracting	\$917,595
		Workforce Development	\$711,039
		Workforce Development	\$684,449
		Neighborhood Business Districts Prog..	\$549,325
		Local Employment Apprenticeship Prog	\$402,331
		LEAP Grants	\$219,200
		Neighborhood Revitalization Program	\$210,983
		Tacoma Training & Employment Progr..	\$201,501
		Youth Educational Development & Tra..	\$150,000
		Farmers Markets	\$89,252
		CED EDA Business Services	\$50,000
		LEAP Special Projects	\$6,703
Economic Development		Downtown Business Improvement Ar..	\$3,006,888
		Business Attraction/Retention/Expan..	\$1,223,316
		Public/Private Development Facilitati..	\$490,569
		Urban Development Action Grant	\$343,270
		Marketing and Communication	\$243,276
		MultiFamily Property Tax Exemption	\$207,845
		Sister Cities Program	\$71,123
		International Business Suport	\$32,099
		CED Economic Environment Grants	\$8,967
Administration		Community & Economic Development ..	\$3,277,612
Non-Operating	Tacoma Community Redevelopment Authority	CED TCRA	\$40,205
Grand Total			\$65,176,146

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$27,677,816	\$42,276,328	\$56,421,830	\$8,754,316	\$65,176,146
Full Time Equivalent	29.6	31.9	24.5	10.4	34.9

2023-2024 Proposed Initiatives

Ongoing	Reorganize Department - Add Economic Development Specialist	216K
	Add Contract and Program Auditor to Implement Affordable Housing Programs	212K
	Maintain Staffing Level of Service for Single Family Rehabilitation Program	180K
	Expand Equity in Contracting (EIC) Capacity Building	80K
	Increase Investment in Neighborhood Business Districts and Commercial Nodes	50K
	Enhance Business Outreach with Salesforce Subscription	40K
	Correct Barricade Relief Funding for Neighborhood Business District Program	20K
	Reduce Sister Cities Operating Expenses	(27K)
	Redirect a Full-time Employee from the General Fund to Support Housing Programs	(210K)
One-Time	Contribution to Reserves	4,889K
	Acquire Land or Existing Buildings for Development/Redevelopment into Affordable Housing	2,500K
	Indirect Costs	35K
	Help Tacoma Residents with Down Payment Assistance	500K
	Maintain Service Levels and Staffing for Business Services and Equity in Contracting (EIC) Pro..	180K
	Continue Signal and Streetlight Electrical Worker Pre-Apprenticeship Program	53K
	Extend Contract for Downtown Retail Advocate	84K
	Attract Investment and Jobs by Marketing Tacoma's Business Advantages	50K
	Implement Green Economy Strategy Recommendations	40K
	Increase Revenues for the Jobs 253 Program	(150K)
	Reorganize Department: Assistant Director Two-Year Hiatus Cost Savings	(423K)
Grand Total		8,320K

*Note that initiative totals may not match due to labor assumptions or internal service costs.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- Enabled significant new investment in previous City-owned and private property
- Facilitated investment of \$770 million in 34 new projects representing 3,076 units in Mixed-Use Centers through the Multi-Family Tax Exemption Program
- Provided foreclosure prevention for 88 households, 60% non-white
- Established 171 affordable housing units and funded an additional 220 to date in 2022 for future development with over 200 additional units pending acquisition
- Supported family-wage job creation through business attraction and expansion
- Enabled economic diversification related to Information Technology and Green Economy work
- Distributed \$4.7 million to the cultural sector with the inaugural Tacoma Creates Program supporting 57 organizations
- Trained 14 artists in public art and community engagement in collaboration with Metro Parks in Public Art Reaching Community (PARC) to leverage community impact through partnership

Issues and Considerations

- Enhancing livable wage job creation, especially related to the Green Economy and the Information Technology sectors
- Enabling the development of industrial buildings and sites
- Supporting business growth by creating partnerships with the private sector
- Coordinating Technical Assistance with partner organizations to micro- and minority-owned businesses
- Managing the increasing demand for CED services with constrained resources and staff

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Design and implement equitable strategies to facilitate private investment through retention, expansion and attraction of businesses that strengthen and diversify Tacoma's economy and yield greater tax revenue
- Implement an equitable outreach and engagement strategy with community stakeholders in our recognized Neighborhood Business Districts
- Align workforce and stakeholder resources with business retention & attraction strategies
- Increase equitable community engagement in civic initiatives and projects through public art
- Increase the number of livable wage jobs focused on the Green Economy and Information Technology sectors
- Create workforce development and employment opportunities for Tacoma residents to improve their standard of living
- Further Equity in Contracting goals by expanding the program beyond construction and public works
- Increase the affordable housing supply in Tacoma for rental (up to 70% of Area Median Income) and homeowner (up to 120% of Area Median Income) units by partnering with developers and other funding partners to add affordable housing units
- Implement the City's 10-year Affordable Housing Action Strategy (AHAS) and create and assist with the acquisition of over 250 additional affordable housing units
- Coordinate and complete 2nd Generation Procurement Disparity Study in 2023
- Implement Equity in Contracting Code revisions to TMC 1.07 which sunsets in December 2024
- Implement Equity in Contracting mandatory utilization rates for A&E procurement in 2023
- Implement Equity in Contracting mandatory utilization rates for Goods and Services procurement in 2024
- Conduct BREs and provide longitudinal analysis services to 250 COVID loan borrowers (stabilization and resurgence)
- Scale up Jobs 253 Program to year-round with a 100% increase in youth participation and stipend payments
- Monitor ARPA-funded investment in Healthcare Pathways and replicate success within workforce programs

Racial Equity Action Plan (REAP) Goals

- Maintain and enhance the Racial and Ethnic diversity of CED staff to be representative of the Tacoma community.
 - Intentional recruitment and an inclusive selection process has resulted in an above citywide average for Black and Pacific Islander populations
 - 2021 and 2022 promotional opportunities were achieved by BIPOC candidates
- Improve Community Outreach and Engagement with Global Majority or Minoritized and Underrepresented Business Owners/Entrepreneurs.
 - Community Navigator outreach for Loan, Grant, Equity in Contracting processes and Workshops
 - Cross-department development of a BIPOC and Small Business Owner List for Outreach and Engagement
- Staff, Financing and Technical Assistance is prioritized by the Equity Index and identified disparities in resource allocation of private and/or public sector investment.
 - Initiated and seed-funded KIVA Loan Program and built its capacity through spin-off to Chamber and Pierce County
 - Technical assistance dollars invested in Tacoma BIPOC businesses

Resource Conservation & Climate Plan (RCCP) Goals

- Enable the creation of Green Economy high-wage jobs with improved access to underrepresented populations
- Engage with workforce partners to promote Green Economy skill development for area residents to fill labor gaps
- Assist Tacoma companies transition to implement practices that mitigate climate change



Environmental Services

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

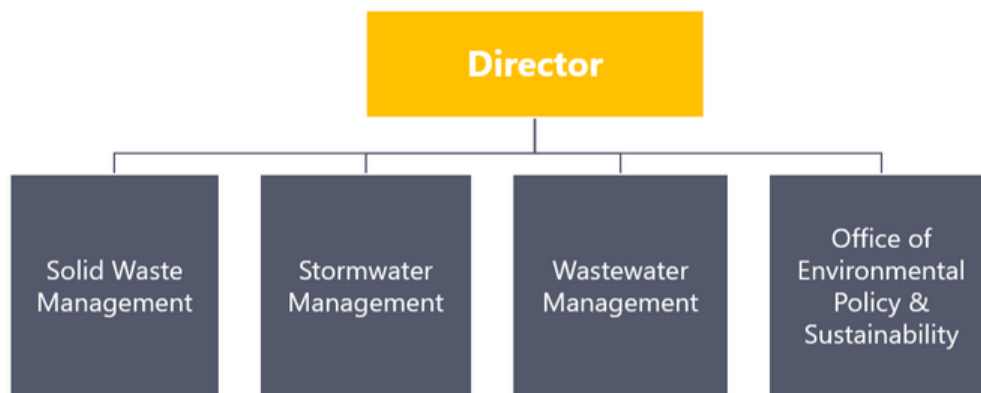
STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Departmental Overview: Mission Statement

Everything Environmental Services does supports healthy neighborhoods and a thriving Puget Sound, leaving a better Tacoma for all.

Healthy Neighborhoods + Thriving Puget Sound = A Better Tacoma

Departmental Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

Environmental Services plans, manages, and implements the City's environmental policies. Major areas overseen by this department include the collection and disposal of waste products (Solid Waste), water quality (Wastewater and Stormwater), and policy planning (Office of Environmental Policy and Sustainability (OEPS)).

Like other utilities, Environmental Services primarily funds its operations through rate payments made by service users. OEPS programs are funded through assessments to other City departments and General Fund support as their service impacts are greater than just the Environmental Services utilities.

Solid Waste Management

Solid Waste improves the quality of life for residents in Tacoma by safely, reliably, sustainably, and effectively managing the collection, disposal, and recycling of a variety of disposable materials. This division of Environmental Services offers curbside garbage (<http://www.cityoftacoma.org/cms/One.aspx?portalId=169&pageId=60729>), recycling (<http://www.cityoftacoma.org/cms/One.aspx?portalId=169&pageId=53584>), and food/yard waste (<http://www.cityoftacoma.org/cms/One.aspx?portalId=169&pageId=53606>) services for 56,930 residential customers and 5,274 commercial customers. Solid Waste also provides self-haul options for garbage, recycling, yard waste, and household hazardous waste disposal and recycling drop-off at the Tacoma Recovery and Transfer Center (<http://www.cityoftacoma.org/cms/One.aspx?portalId=169&pageId=53557>). Solid Waste also provides a variety of related services to the community such as the Call2Haul program.

Stormwater Management

Stormwater protects the environment and prevents floods by maintaining the City's capacity to collect and move rain and property water run-off away from ratepayers' properties using environmentally friendly practices. Additionally, the Stormwater utility protects water quality by maintaining an intricate network of pipes, pump stations, and structures throughout the City of Tacoma. Stormwater seeks to improve these and other infrastructure assets through capital projects and managing other programmatic elements. In this endeavor and throughout its services, Stormwater works in compliance with the National Pollutant Discharge Elimination System (NPDES) permitting system, the Washington State Department of Ecology, and the Environmental Protection Agency.

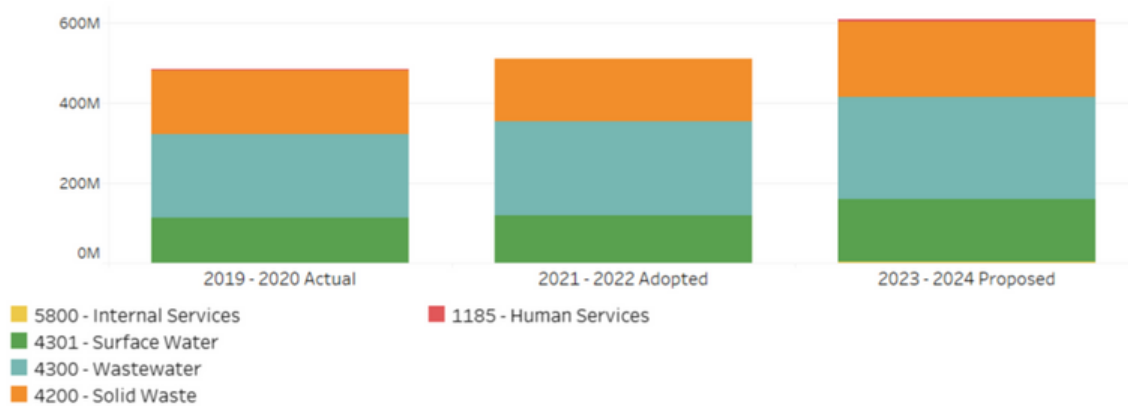
Wastewater Management

Wastewater protects the public and the environment from contaminants in water discharged from household or business sinks, toilets, and drains. Much like the Stormwater utility, Wastewater complies with the National Pollutant Discharge Elimination System (NPDES) permitting system issued by the Washington State Department of Ecology. The aim of water treatment, recycling of bio-solids through the TAGRO program, collection and use of biogas, and other services provided by Wastewater is to preserve and enhance the aquatic environment in the greater Tacoma area. The utility operates two wastewater treatment plants, maintains hundreds of miles of wastewater pipes, and oversees dozens of pump stations throughout the city.

Office of Environmental Policy and Sustainability (OEPS)

The Office of Environmental Policy and Sustainability (OEPS) develops, promotes, and implements sustainable practices for both the City government and the Tacoma community. OEPS tracks and improves these practices through education, community partnerships, performance management, and public incentive programs. The goal of these actions is to promote durable change resulting in a healthy and resilient community.

Financial Overview: Financials by Fund



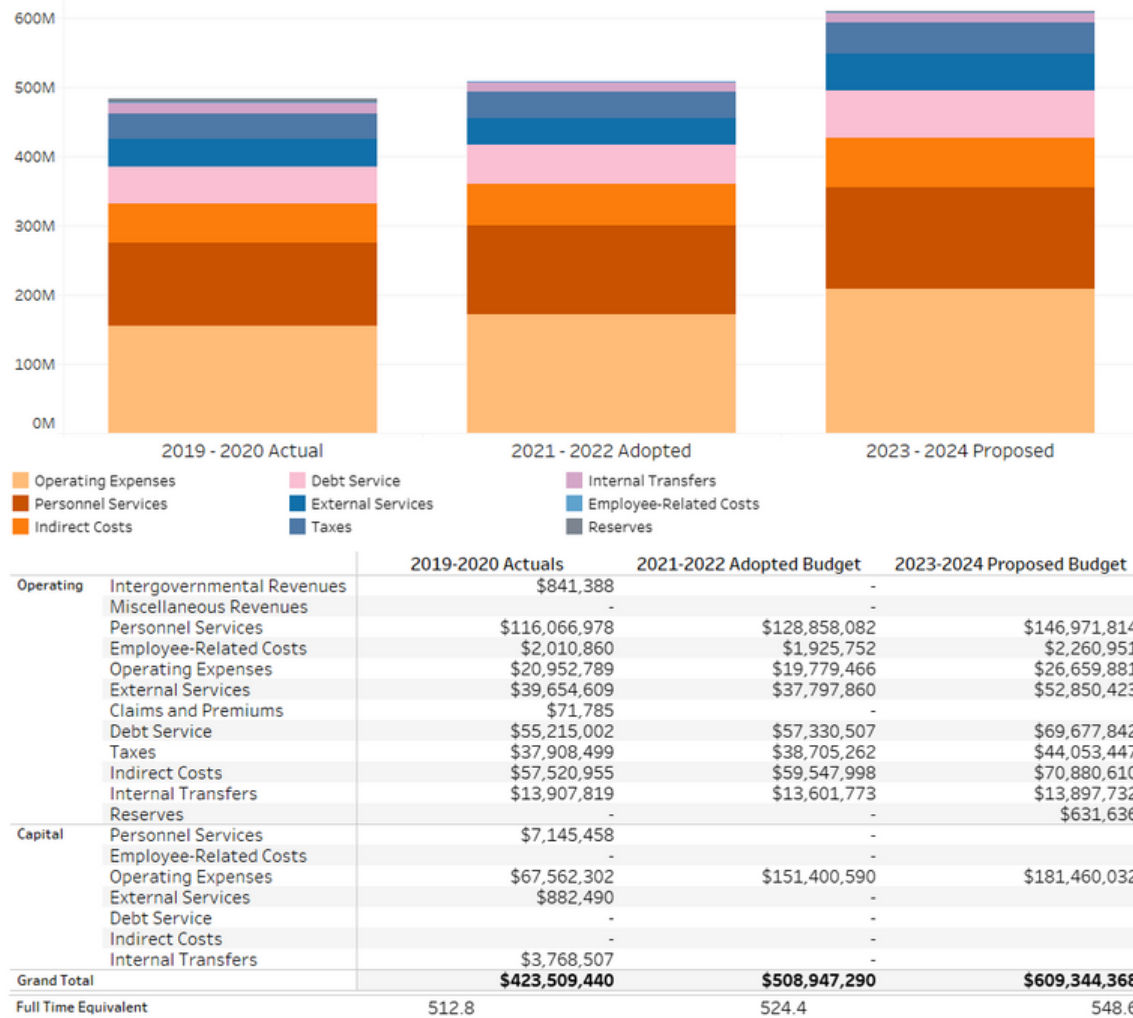
		2019-2020 Actuals	2021-2022 Adopted ..	2023-2024 Propose..
Operating	1185 - Human Services	\$1,255,454	-	\$7,709,816
	4200 - Solid Waste	\$130,408,434	\$133,010,493	\$161,423,331
	4300 - Wastewater	\$144,571,041	\$157,044,772	\$176,000,176
	4301 - Surface Water	\$66,673,965	\$66,208,903	\$80,216,676
	5800 - Internal Services	\$1,241,789	\$1,282,532	\$2,534,339
Capital	4200 - Solid Waste	\$16,553,875	\$23,641,917	\$26,773,229
	4300 - Wastewater	\$44,417,703	\$75,502,628	\$77,996,182
	4301 - Surface Water	\$18,387,179	\$52,256,045	\$76,690,621
Grand Total		\$423,509,440	\$508,947,290	\$609,344,368

Financials by Fund Summary

Environmental Services is primarily funded through customer payments, or ratepayers, who use the utilities services. These services include Solid Waste (garbage, recycling, and food/yard waste), Stormwater, and Wastewater (these two services are, collectively, the City's sewer system). Solid Waste funds are tracked in Fund 4200 while Stormwater and Wastewater are tracked in Fund 4301 and 4300, respectively. Revenues from rates are projected to increase by 13% across the three utilities. This increase is driven by rate increases (which are aimed at maintaining utility services) as well as additional revenue from TAGRO sales and from the newly completed biogas facility at the Central Treatment Plant. An additional 2% in revenue growth will come from a new excise tax levied on Solid Waste bills that will be used to fund non-utility programs to address improperly disposed waste on City property and in the public right-of-way. This new tax is accounted for in Fund 1185.

In addition to ratepayer funds, the department often receives funding from State and Federal grants; these funding sources often fluctuate from biennium to biennium. Another significant revenue source includes capital-related grants, investment earnings, and rental revenue. The 2023-2024 Proposed Budget also envisions the utilization of funds that derive from a bond issuance in early 2022 to support capital projects. The length of the projects means that these bond proceeds will be spent over several future years. Finally, Fund 5800 encompasses the Office of Environmental Policy and Sustainability (OEPS), which assists citywide programs to promote environmentally conscious activities.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Personnel Services - employee salaries and benefits - represent about 25% of total expenses and increased in the 2023-2024 Proposed Budget. The Department significantly delayed its capital project spending from 2020 through 2022. The 22% increase in Operating Expenses includes an additional \$30M in capital spending for the biennium to address the project backlog as well as nearly \$7M to address operating expense cost increases due to inflation. This increase is the result of added staff and wage adjustments, including the new litter crew. Debt proceeds, from an issuance in 2022, will be spent in the next several years to support the capital spending. Debt related expenses are shown to increase accordingly in the Debt Service category.

In the Solid Waste utility, a new non-utility service is proposed to begin in the 2023-2024 biennium aimed at managing improperly disposed waste on City property and in the public right-of-way. This new service will be supported by an excise tax on Solid Waste bills. The proposed 2023-2024 budget aims to maintain the current level of service in the Wastewater and Stormwater utilities, while improving the sewer system through capital upgrades.

Personnel Complement Changes (+24.4)

2021-2022 Adjustments & Baseline Corrections (+2.4)

- Add Management Analyst II to increase support for the Environmental Services Budget Team (+1.0)
- Make budgeted a filled Office Administrator position supporting Operations & Maintenance Division (+1.0)
- Add Biosolids Distribution Operator to address increased TAGRO demand (+1.0)
- Update Gov Relations Analyst position Cost Distribution (+0.1)
- Timing of various Recycle Reset positions ending as the education surcharge approaches sunset date (-0.7)

2023-2024 Proposed Changes (+22.0)

- Add Management Analyst II and Management Analyst I in support of an enhanced Equitable Environmental Education and Transcreation Team (+2.0)
- Add two Solid Waste Collector/Drivers to support Commercial Collections Program Growth (+2.0)
- Add two Solid Waste Collector/Drivers Transfer to address increased hauling time related to new organics processing provider (+2.0)
- Establish Solid Waste Support Services section and add 1 Assistant Division Manager and 1 Management Analyst II (with 2023 mid-year start) (+1.8)
- Establish New City Litter Crew (1 Route Supervisor, 3 Solid Waste Workers, 2 Laborers) (+6.0)
- Provide administrative program support for new citywide clean-up efforts and add 1 Assistant Division Manager and 1 Financial Assistant (+2.0)
- Continue Satelling Recycling Stations Cleanliness and Maintenance with 1 permanent Solid Waste Worker (+1.0)
- Enhance the Driver-in-Training program with 2 Solid Waste Worker positions (+2.0)
- Add two Customer Service Representative - Technical Positions to support increased demand for Solid Waste (+2.0)
- Delimit vacant Management Analyst I position to redirect resources to Billing & Technical Services (-1.0)
- Make budgeted a filled Senior Project Manager position (+1.0)
- Hold Environmental Lab Scientist position vacant (-1.0)
- Add 1 Grounds Maintenance Crew Leader (with mid-year 2023 start) and move Grounds Maintenance Worker from part-time to full-time to support ES Grounds Maintenance Team (+1.3)
- Delimit 4 temporary labor (0.25 FTE each) positions and 1 full-time laborer position and redirect resources within ES Grounds Maintenance (-2.0)
- Add Climate Implementation Data and Grant Analyst (Management Analyst II) (+1.0)
- Continue Project Specialist position in support of EnviroChallenger waste prevention program (+1.0)
- Add Environmental Services Equity Lead (Management Analyst II) (+1.0)
- Add 1 Engineer for Collection System Capacity Management and Modeling (+1.0)
- Hold Source Control Representative position vacant (-1.0)
- Update Government Relations Analyst position Cost Distribution. (-0.1)

Financial Overview: Financials by Program (1/3)

Operational	Division	Program	Proposed Budget
Operating	Wastewater	ES Wastewater Construction	\$73,910,682
		Debt Service	\$34,715,326
		ES Wastewater Plant #1 Oper	\$19,519,044
		ES Wastewater Assessments	\$18,152,342
		ES Wastewater Revenues and Accounting	\$16,471,490
		ES Wastewater Transmission	\$16,447,879
		ES Wastewater Plant #1 Maint	\$11,206,795
		ES Wastewater Engineering	\$8,384,935
		ES Wastewater Treatment by Other	\$6,887,857
		ES WW Asset Management	\$5,958,765
		ES Wstwr Electrical and Instrumentation	\$5,375,913
		Wastewater General Administration	\$4,886,380
		ES Wastewater Laboratory	\$3,548,961
		ES Wastewater Source Control	\$3,299,697
		ES Wastewater Plant #3 Oper	\$3,062,504
		ES Wastewater Expense Construct Proj	\$2,801,560
		ES Wastewater Pumping	\$2,541,047
		ES Wastewater Construction Support	\$2,496,492
		ES Wastewater Biosolids Oper	\$2,220,500
		Wastewater Business Administration	\$1,901,864
		ES Wastewater Billing and Tech Service	\$1,611,135
		ES Wastewater System and Performance Mgt	\$1,562,811
		ES Wastewater Plant #3 Maint	\$1,253,528
		Wastewater Maintenance Administration	\$1,170,210
		ES WW Plant #1 Biogas Facility	\$1,146,557
		ES Wastewater Community Relations	\$1,011,674
		ES Wastewater CTP Parts Room	\$863,387
		ES WW Site Development	\$837,500

Financial Overview: Financials by Program (2/3)

Operational	Division	Program	Proposed Budget
Operating	Solid Waste	ES Solid Waste Revenues and Accounting	\$48,330,747
		ES Solid Waste Off-site Transport	\$27,910,002
		ES Solid Waste Assessments	\$16,334,008
		ES Solid Waste Res Commingle Recycle	\$11,514,858
		ES Solid Waste Public Receiving	\$8,869,755
		ES Solid Waste General Administration	\$8,627,608
		ES Solid Waste Yard Waste Diversion	\$8,328,406
		Tidy Up Tacoma - Operating	\$6,347,068
		ES Solid Waste Residential Waste	\$5,618,488
		Debt Service	\$5,449,600
		ES Solid Waste Facility Maintenance	\$4,735,067
		ES Solid Waste Commercial DOB	\$4,287,422
		ES Solid Waste Commercial Recycle	\$3,651,151
		ES Solid Waste Billing & Tech Services	\$3,445,336
		Solid Waste Collection Admin	\$3,253,113
		ES Solid Waste NCE Abatement	\$3,050,000
		ES Solid Waste Container Services	\$2,748,149
		ES Solid Waste Commercial Barrel	\$2,475,614
		ES Solid Waste Engineering Svcs	\$2,333,927
		ES Solid Waste Call-2-Haul	\$2,293,695
		ES Solid Waste Hazardous Waste	\$2,292,117
		ES Solid Waste Commercial Front Load	\$2,054,793
		ES Solid Waste Recycling Center	\$1,919,739
		ES Solid Waste Environmental Systems	\$1,405,631
		Tidy Up Tacoma Administration	\$1,362,747
		ES Solid Waste Tacoma CARES	\$1,297,307
		ES Solid Waste Community Relations	\$1,097,441
		Sol Waste Enviro Program Development	\$558,681

Financial Overview: Financials by Program (3/3)

Operational	Division	≡	Program	Proposed Budget	
Operating	Stormwater		ES Stormwater Construction	\$71,550,521	
			Debt Service	\$18,315,345	
			ES Stormwater Assessments	\$12,353,519	
			ES Stormwater Transmission	\$10,800,229	
			ES Stormwater Engineering	\$7,583,604	
			ES Stormwater Expense Construct Proj	\$5,885,264	
			ES Stormwater General Service	\$4,833,912	
			ES Stormwater Business Operations	\$4,186,748	
			ES Stormwater Open Space Program	\$2,847,915	
			ES Stormwater Source Control	\$2,788,661	
			ES Stormwater Asset Management	\$2,581,406	
			ES Stormwater Private Development	\$2,512,500	
			ES Stormwater Project Delivery	\$2,277,461	
			ES Stormwater Laboratory	\$1,690,965	
			ES Stormwater ES Customer Service	\$1,372,738	
			ES Stormwater Construction Support	\$1,340,841	
			ES Stormwater Public InfoComRelations	\$851,400	
			ES Stormwater Pumping	\$743,082	
			Stormwater Business Administration	\$466,569	
		OEPS		ES Ofc Env Policy & Sustainability	\$1,717,710
			ES Solid Waste Enviro Policy and Sustain	\$1,205,693	
			ES Stormwater Enviro Policy and Sust	\$1,058,948	
			ES Stormwater Urban Forestry	\$865,669	
			ES Urban Forestry Non-Utility	\$816,629	
			ES Wastewater Enviro Policy and Sustain	\$749,526	
	Non-Operating	Solid Waste		ES Solid Waste 2015 Bond Construction	\$3,108,210
	Grand Total				\$609,344,368

Financial Overview: Proposed Initiatives (1/2)

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$423,509,440	\$508,947,290	\$596,606,659	\$12,737,710	\$609,344,368
Full Time Equivalent	512.8	524.4	526.8	21.9	548.6

2023-2024 Proposed Initiatives

Ongoing	Indirect Costs	1,675K
	New Tidy Up: Encampment Response and Site Clean-ups	460K
	New Tidy Up: Litter and Debris Response	2,244K
	Restructure and Enhance Equitable Environmental Education & Transcreation	906K
	New Tidy Up: New City Litter Crew	800K
	New Tidy Up: Program Support	580K
	Establish Solid Waste Support Services Section	483K
	Budget a Senior Project Manager Position	426K
	Add One Engineer for Collection System Capacity Management and Modeling	292K
	Hire Climate Implementation Data & Grant Analyst	200K
	Add Customer Service Representative - Technical Positions for Solid Waste	196K
	Add Environmental Services Equity Lead	179K
	Continue Satellite Recycling Stations Cleanliness & Maintenance	169K
	Contract Wastewater Collection System Metering Services	155K
	Support Green Stormwater Infrastructure Diversity & At-Risk Job Training Program	150K
	Fund Increased Maintenance Cost of the Pretreatment Information Management System (PIMS)	100K
	Implement Organics Transfer & Composting Program Improvement	0K
	Shift Environmental Services (ES) Facilities Ground Maintenance Team to ES Department Management	0K
	Add Staff Support for Commercial Collections Program Growth	(3K)
	Reduce the 24-Hour Security Presence at the Central Treatment Plant	(345K)

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Financial Overview: Proposed Initiatives (2/2)

2023-2024 Proposed Initiatives

One-time	Indirect Costs	(600K)
	New Tidy Up: Encampment Response and Site Clean-ups	2,250K
	New Tidy Up: Program Support	100K
	Develop Stormwater Comprehensive Plan & Flooding Vulnerability Study	450K
	Enhance Driver-in-Training Program	338K
	Establish Electrical Vehicle (EV) Charging and E-Bike Matching Fund for Low Opportunity Neighborho..	150K
	Make EnviroChallenger Waste Prevention Education Program Permanent	290K
	Improve Neighborhood Cooling & Air Quality Relief Centers Access	100K
	Abate Hazardous Building Materials at the Central Treatment Plant	100K
	Develop Community-Informed Climate Emergency Communication Plan	50K
	Fund Match for Sea Level Rise Master Plan Grant	100K
	Educate Property Owners Adjacent to Open Space and Critical Areas through Interlocal Agreement w...	60K
	Replace One Gas-Powered Pool Vehicle to Electric-Powered Truck	60K
	Study Residential Climate Emissions Reduction Best Practices	30K
	Hold Source Control Representative Position Vacant for Environmental Compliance	(226K)
	Hold Environmental Lab Scientist Position Vacant for 2023-2024	(272K)
	Grand Total	10,840K

*Initiatives totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- Maintained essential services throughout pandemic and continue to provide services to community
- Recycle reset outreach and education, including recycling ambassadors and transcreation of materials
- Council adoption of 2030 Climate Action Plan
- 14 CNG trucks were added in 2021 for a total 47 CNG trucks
 - 64% of Solid Waste Collection fleet converted to CNG (collection fleet excludes transfer tractors)
- Record-setting TAGRO sales in 2021
- Issued Sewer bonds a year early resulting in better value to rate-payers
- Completed transformative capital projects
 - Central Wastewater Treatment Plant Electrical System Replacement
 - Central Wastewater Treatment Plant Energy Management Improvements
 - Jefferson & Hood Street Stormwater Interceptor Project
 - Compressed Natural Gas (CNG) Fueling Station Upgrade

Issues or Considerations

- Financial state
 - Utility revenues are not fully recovered
 - Lower rates in 2021-2022; COVID impacts; Unpaid bills
 - Increasing operating expenses
 - Personnel costs, operating supplies, major contracts, internal costs
 - Construction inflation of 10-20%
 - Significant (\$120M) capital project delays since 2020
- Department of Ecology General Nutrient Permit
 - City engaged in several lawsuits; outcome and impacts not yet known
- System capacity constraints and planning for future growth
- Needed increased in Asset Management investments
- Funding sources for City and Council priorities
 - 2030 Climate Action Plan
 - General litter, trash, and debris response.

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Make limited, targeted investments and service enhancements: Support policy goal; Equity (alignment with Environmental Services Racial Equity Action Plan); Environment (alignment with Climate Action Plan)
- Focus on financial recovery from the pandemic: Largely maintain the status quo for service levels and operation, assess long-term staffing needs, offset enhancements where possible (new revenues/reductions)
- Continue customer support through enhanced assistance programs through increasing assistance program contributions by \$1M by 2025
- Address regulatory requirements/critical business needs in the areas of health and safety and solid waste growth

Racial Equity Action Plan (REAP) Goals

- Environmental Services increases the racial and gender diversity of the workforce and improves accountability for ensuring equity in hiring processes.
- To develop and maintain relationships with people and organizations that represent diverse racial, ethnic, and cultural communities, and make efforts to continue and improve meaningful engagement.
- Each Division in ESD will apply an equity lens to programs and services annually to address inequities in service delivery.

Resource Conservation and Climate Plan (RCCP) Goals

- Support industrial symbiosis through material market exchange by providing a) financial support, b) outreach/promotion, c) proactive engagement with customers to encourage use
- Work with TVE on "Depave the Dome" project could be used to promote/publicize urban heat island mitigation strategies project.
- Develop two climate/ sustainability specs for capital projects
- Support Envirostar program by ES customer service/business staff actively promote program, a) flyers, business cards, emails, etc distributed. b) local workshops held, c) prompt support provided for business applications, by OEPS and other ES staff

Finance

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

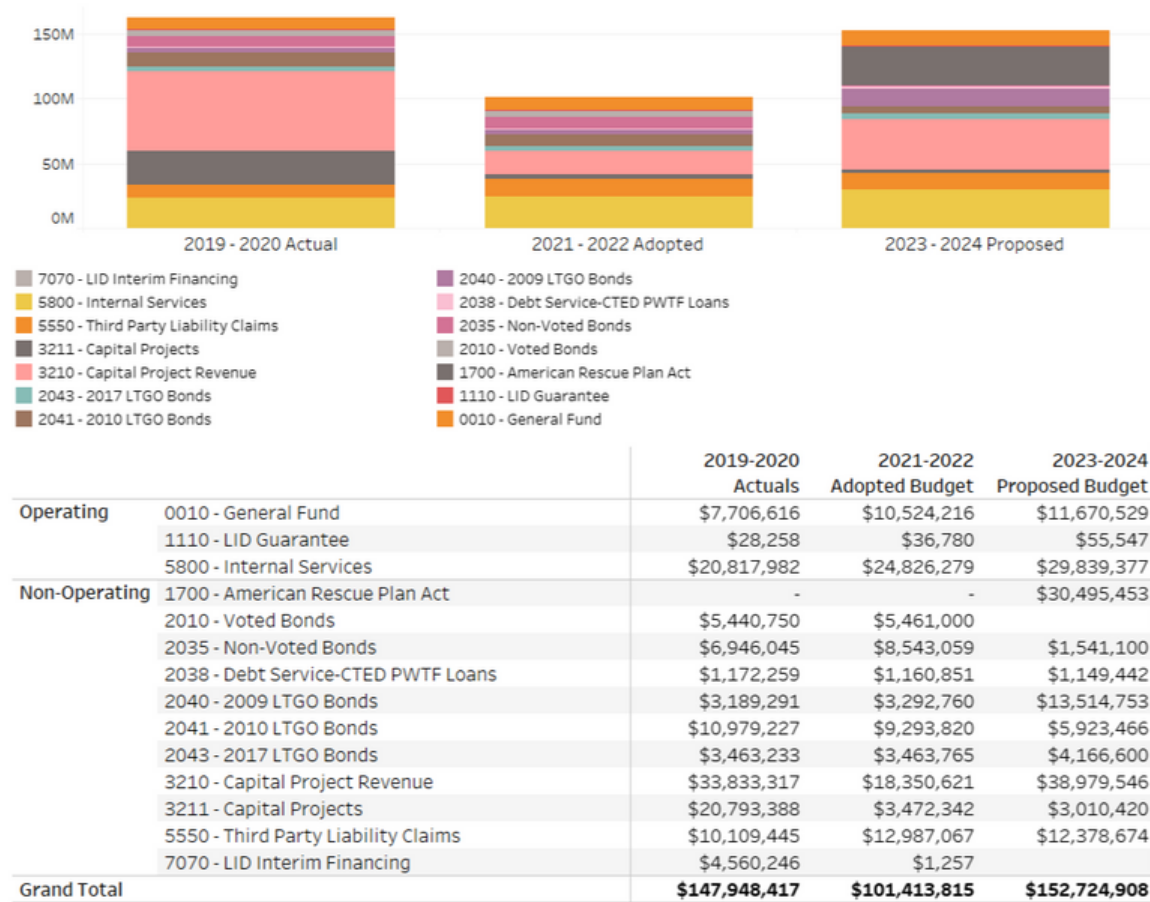
Department Overview: Mission Statement

We support a thriving, livable community through collaboration, transparency and strong financial management.

Department Overview: Key Function Organizational Chart



Financial Overview: Financials by Fund



Financials by Fund Summary

The Finance Department has seven divisions. Except for Tax and License, all Finance divisions provide services to other City departments. These services are funded through the 5800-FIN General Government Internal Services fund. This fund is paid for by city departments. These payments are shown as Indirect Costs in departmental budgets. The Tax and License Division is funded through the General Fund, with a portion of revenues collected by its services. The LI Guaranty Fund (1110) is intended to smooth fluctuations in the bond market.

The City of Tacoma received just under \$61.0 million in direct aid from the federal government in accordance with the American Rescue Plan (ARPA). The first half of this aid was allocated in the 2021-2022 budget during the mid-biennium modification period.* The other half, assigned to fund 1700 – American Rescue Plan, is allocated to the 2023-2024 Proposed Biennial Budget.

*Note that because the first half of American Rescue Plan funding was received after the 2021-2022 budget was adopted, it is not displayed in the visual above.

Department Overview: General Summary

General Summary

Accounting Services

This office provides accounting services and financial analysis, planning, reporting, compliance, and management for the City.

Utilities Accounting

This office provides accounting and fund management services, maintains the general and cost ledgers, and prepares financial statements for the City's publically owned utilities.

Tax and License

This office registers and licenses businesses in Tacoma and collects annual business and regulatory license fees, and taxes including City Business and Occupation, admissions, utility, and gambling taxes. Tax and License also administers pet licenses and collects pet license fees.

Treasury and Payroll Services

This office manages the City's cash resources, investments, outstanding debt, billing, collection, payroll services and other related financial services.

Office of Management and Budget

This office develops and manages the City's budget, provides fiscal planning and analysis, and supports the City in meeting the needs of current and future residents in a fiscally sustainable way.

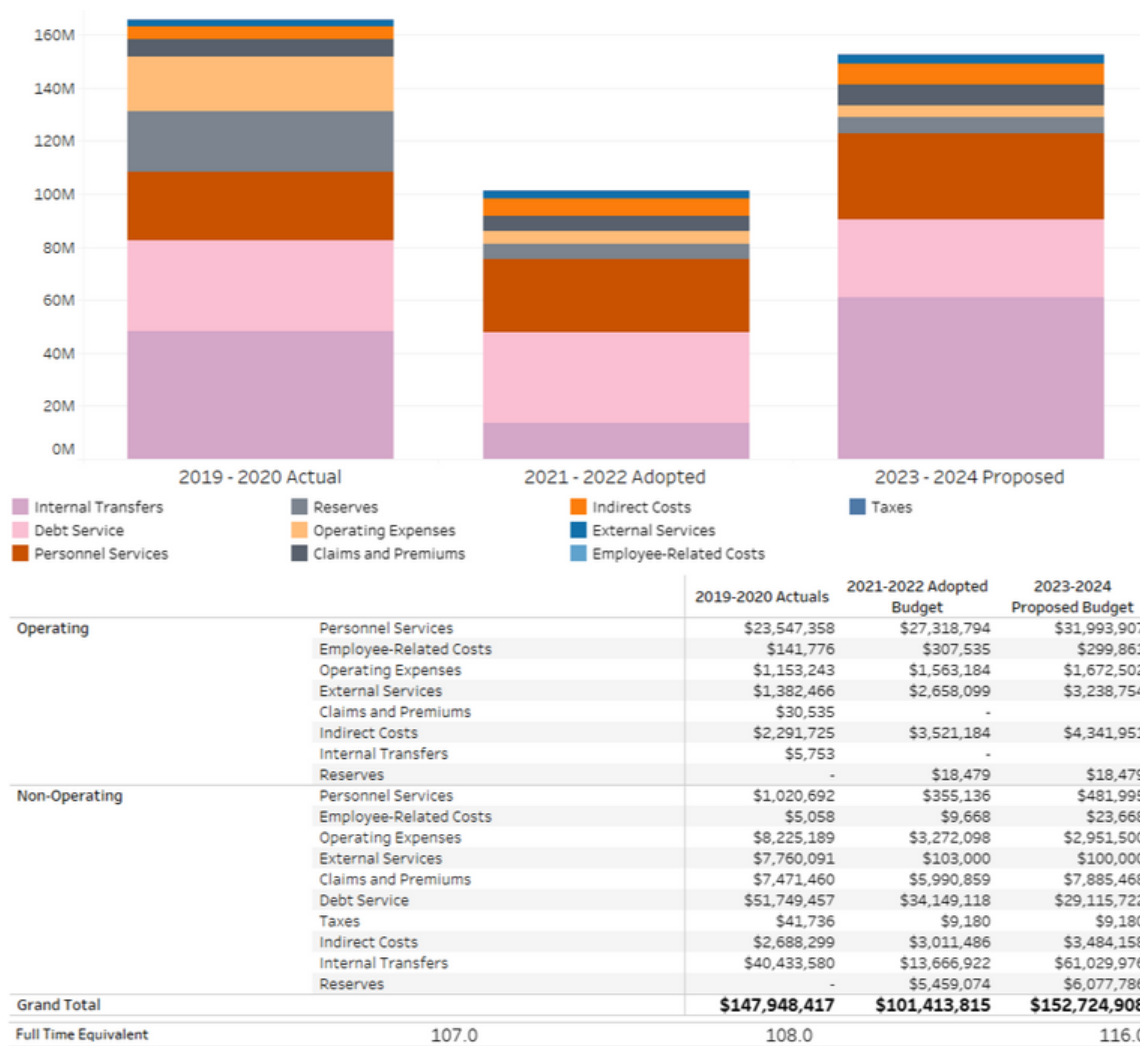
Procurement and Payables

This office works in partnership with City departments and the business community to provide timely, effective, and legal procurement of and payment for goods and services.

Risk Management

This office manages risk, recommends strategies to reduce liability exposure, pursues recovery for the loss of or damage to City-owned property, manages the self-insurance for third party liability claims, and procures insurance for City vehicles, employees, buildings, and watercraft.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

The Finance Department's primary expenditure aside from debt service is Personnel Services, which increased by 17% in the proposed 2023-2024 budget mainly due to the rising costs of wages and benefits. In 2023-2024, External Services increased by approximately \$580k mainly due to growing costs of annual audit preparation. Indirect Costs represent services provided by internal service departments. Indirect costs increased in 2023-2024 by 24% due to increased insurance and other costs and investments in shared services.

Internal Transfers reflect a one-time direct aid provided by the federal government in accordance with the American Rescue Plan (ARPA)*. Reserves include contributions to Capital, Debt, and Third-Party Liability funds to ensure the funds maintain sufficient financial reserves.

*Note that because the first half of American Rescue Plan funding was received after the 2021-2022 budget was adopted, it is not reflected in the visual above. However, the second half of American Rescue Plan funding is reflected in the 2023-2024 budget.

Personnel Complement Changes (+8.0)

2021-2022 Adjustments & Baseline Corrections (0 FTE)

No changes were made.

2023-2024 Proposed Changes (+8.0 FTE)

- Added Senior Buyer positions (+2.0)
- Added Management Analyst II positions to expand support for Tax & License Systems (+1.0)
- Added Management Analyst II position in support of Participatory Budgeting (+1.0)
- Added Management Analyst III positions in support of SAPNow (+2.0)
- Added Tax & License Lead Compliance Officer (+1.0)
- Added position for Information Technology Governance (+1.0)

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget
Operating	Office of Management and Budget	Operational Budget Development	\$2,668,814
		Capital Budget Management	\$325,370
		Labor Analysis and Planning	\$275,729
		Performance Management and Strategy	\$110,460
		Community Engagement	\$64,090
	Treasury	Accounts Receivable	\$613,172
		Treasury Administration	\$533,003
		Commercial/Merchant Services	\$492,988
		Bank and Account Reconciliations	\$488,198
		Debt Management	\$420,773
		Investment Management	\$269,637
		Debt Management	\$37,068
		Public Records Requests	\$29,015
		Pt Ruston LID Supplemental Reserve	\$18,479
	Risk	Risk Management Administration	\$1,856,417
		Subrogation	\$339,640
	Tax & Licensing	Customer Service-Business Tax & License	\$4,090,261
		Audit - Tax & License	\$2,920,001
		Compliance - Tax & License	\$2,833,065
		Customer Service-Animal Licensing	\$1,593,393
		Electronic Content Management System	\$214,760
		Public Records Requests	\$19,049
	Purchasing & A/P	Procurement Services	\$4,311,811
		Accounts Payable	\$1,486,726
		Ariba Management	\$1,409,261
		Purchasing Card Administration	\$665,114
		Procurement Administration	\$296,151
		Public Records Requests	\$162,596
	Accounting	Accounting Services - GG	\$4,115,650
		Annual Audit and ACFR Preparation	\$1,654,846
		Grant Administration and Management	\$470,092
		Capital Asset Management - GG	\$204,369
		Interim Financial Reporting	\$80,872
	Utilities	Accounting Services - TPU	\$1,890,280
		Annual Audit and Statement Preparation	\$720,110
		Capital Asset Management - TPU	\$606,766
		Interim Financial Reporting	\$252,915

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget
Operating	Utilities	Accounting Services - TPU	\$1,890,280
		Annual Audit and Statement Preparation	\$720,110
		Capital Asset Management - TPU	\$606,766
		Interim Financial Reporting	\$252,915
	Finance Administration	Finance Administration	\$572,973
		Strategic Planning	\$515,906
		Labor Relations/H.R Strategic Planning	\$300,283
		Budget Management	\$125,418
		Website/Social Media Management	\$35,122
		Public Records Requests	\$18,497
	Payroll	Payroll Processing	\$1,181,977
		Tax Returns (W2's, 1099's)	\$173,650
		Personnel Training/Dev./Problem Res.	\$100,685
Non-Operating		Capital Projects Fund	Real Estate Excise Tax - REET 1
	Real Estate Excise Tax - REET 2		\$15,967,217
	Local Revitalization Financing		\$3,396,042
	Finance Culture & Recreation Projects		\$2,000,000
	Finance Public Safety Projects		\$750,000
	Capital Project Contribution - GENF		\$333,832
	Finance General Government Projects		\$200,000
	Finance Capital Projects - REET1		\$23,736
	Finance Capital Projects		\$19,536
	Finance Capital Projects - REET2		\$17,148
	2017 Dome Bond Revenues		\$5,292
	Office of Management and Budget	American Rescue Plan Act	\$30,495,453
	Treasury	2009 LTGO Bonds Series F	\$11,000,000
		2010D LTGO Bond Debt Service	\$5,054,871
		2017 LTGO Bonds - Tacoma Dome	\$3,465,801
		2009 LTGO Bonds Series A	\$2,514,753
		Finance 1997 A & B LTDGO Bonds	\$1,541,100
		Public Works Trust Fund Loan 04-691-068	\$1,149,442
		2010E LTGO Bond Debt Service	\$868,595
		2021B GO Refunding Bonds	\$268,500
		2021C GO Refunding Bonds	\$225,705
		2021A GO Refunding Bonds	\$150,733
		2021 LTGO/UTGO Refunding Bonds	\$55,861
	Risk	Third Party Liability	\$8,019,816
		Self Insurance	\$4,358,858
Grand Total			\$152,724,908

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$147,948,417	\$101,413,815	\$90,997,303	\$61,727,605	\$152,724,908
Full Time Equivalent	107.0	108.0	108.0	8.0	116.0

2023-2024 Proposed Initiatives

Ongoing	Convert Unbudgeted Senior Buyers to Permanent Positions	470K
	Create Project Position for Information Technology Systems Governance	299K
	Add Position to Lead Tax and License Compliance Team	258K
	Add Tax and License System Support Position	229K
	Maintain Contract for Supplier Diversity Data	33K
One-Time	Contribution to Reserves	4,073K
	Capital Initiatives	30,545K
	ARPA Revenue Replacement	26,485K
	Support Implementation of SAP Now through Project Position	411K
	Conduct Citywide 2023 Disparity Study	300K
	Add Position to Lead Tax and License Compliance Team	3K
	Add Tax and License System Support Position	5K
	Reduce Printing, Graphics, and Postage Expenses in Tax and License Division	(100K)
	Reduce Budget through Temporary Maintenance and Operations Savings	(120K)
	Reduce Budget through Temporary Vacancy Savings	(900K)
Grand Total		61,991K

*Initiative totals may not match due to labor assumptions or internal service costs.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- New Purchasing Policy - Updated the City's Purchasing Policy –
 - First major update to TMC in 10+ years
 - Updated to align with City Equity policies
 - Established new purchasing thresholds
- Equity in Contracting – Worked in collaboration with Community & Economic Development (CED) on the -Equity in Contracting (EIC) Program
 - Promote and increase contracting with minority owned, women owned and other underrepresented small businesses.
- New Reserve Policy - Updated General Fund Reserve Policy to clarify when to use reserves, voting requirements, and to more appropriately account for Tacoma specific risks
- City Insurance Policies- digitized the insurance policies for efficiency and effectiveness.
- Public Counter Open - In August 2021 re-opened Tax & License (T&L) public front counter
 - Offering in-person services for community members
 - New virtual scheduling and ticketless queuing system
 - Ability to pay over the phone 24/7
- Rental Property Forgiveness - Tax & License offered a forgiveness period to over 700 rental property owners that waived penalties after paying license fees due.
- GASB 87 – Governmental Accounting Standards Board (GASB) has created new standards on how the City reports leases
 - Implementation of new SAP software to support GASB 87 implementation in 2022

Issues and Considerations

- SAPNow and Payroll Conversion
 - The City is preparing for foundational changes to its ERP system which impacts Finance and Payroll
- Payment Card Industry standards (PCI)
 - The City is required to protect credit cardholder's information
 - Given the large number of methods for accepting payments, this is a significant effort that impacts most departments
- Insurance for the City – the insurance markets have been volatile.
 - It is impacting the rates that the City pays for insurance and coverage amounts (lower coverages, higher deductibles)
 - In some cases, the market will not provide the City insurance for coverages that it used to be able to get
- Equity in Contracting (EIC) - continue work on increasing participation by minority owned, women owned and other underrepresented businesses
- GASB 87 – Governmental Accounting Standards Board (GASB)
 - Starting in 2022 this is a significant change in reporting and accounting for all City leases
 - Impact most departments in the City
- State Tax Structure Work Group - Established by the legislature to make the state tax code more fair, adequate, stable, and transparent.
 - Potential alternatives to sales and property taxes, business and occupation tax (B&O) and the potential for a state income tax or capital gains tax
- City Treasurer Recruitment – we have struggled recruiting this critical role for the City and Finance Department

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Maintain Financial Health and Improve Fiscal Sustainability
 - Enforce financial policies and work to reduce cost drivers to ensure that the growth in ongoing expenditures does not outpace the growth in ongoing revenues
- Improve Financial Operations
 - Apply continuous improvement techniques to improve financial operations and processes
 - Review, refine, and/or modify Tax & License and Purchasing operations
- Increase Financial Transparency Create more appealing, visual, and readable financial documents

Racial Equity Action Plan (REAP) Goals

- Improve the demographic diversity of the Finance Department to reflect the community we serve.
- Increase educational and empowerment opportunities for under-represented communities in Tacoma to learn more about and participate in the City's business license, insurance, contracting and budgeting processes.
- Increase investment in reducing disparate impacts by race by contracting with minority owned businesses and devoting resources through the biennial budgeting process.

Resource Conservation & Climate Plan (RCCP) Goals

- Add link to specific bid documents that show best practices for positive climate outcomes
- Reduce the number of copiers in the Finance Department
- Track, during capital facilities planning process, which projects meet goals for efficiency, resiliency, and decarbonization in existing and replacement facilities (prioritize these requests)
- Request that departments indicate if capital requests or operating budget requests advance CAP Actions
- Work with CED to include a review of the green jobs tax credit in the Green Economy Study

Fire

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

To protect people, property, and the environment, and professionally and compassionately serve the community.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

The Tacoma Fire Department offers vital services, such as fire suppression, rescue, emergency medical services, and other safety services, to the residents of Tacoma, Pierce County Fire District 10 (PCFD 10), and Fircrest.

911 Dispatch & Communications

The Tacoma Fire Department operates a 911 call center, providing initial dispatch and emergency incident communications for the Tacoma Fire Department, its service area, and the City of Ruston. The center is staffed with uniformed firefighters, certified as emergency medical technicians, and emergency medical dispatchers.

Fire Suppression, Special Operations, Safety & Emergency Medical Services (EMS)

Firefighters assigned to engine companies, aid units, medic units, and ladder companies serve as first-responders to all emergency incidents, including structure, vehicle, and brush fires. There are special teams that respond to technical rescue, hazardous material, and marine incidents. They also respond to all emergency medical incidents and initiate medical treatment and transport. They conduct basic fire safety inspections for more than 5,000 residential, commercial, and industrial buildings annually. Paramedics provide advanced life support treatment and patient transport to an emergency medical facility.

Emergency Management

The Emergency Management Program oversees the City's efforts to prepare for, mitigate against, respond to, and recover from disasters or major emergencies affecting the community. Emergency Management staff coordinates departmental efforts citywide to ensure plans are in place for continued governmental operations during disasters and provides education and training to residents and City employees on disaster preparedness. Additionally, this group interfaces with external organizations, including state and federal agencies, to provide a coordinated response and obtain additional resources when necessary.

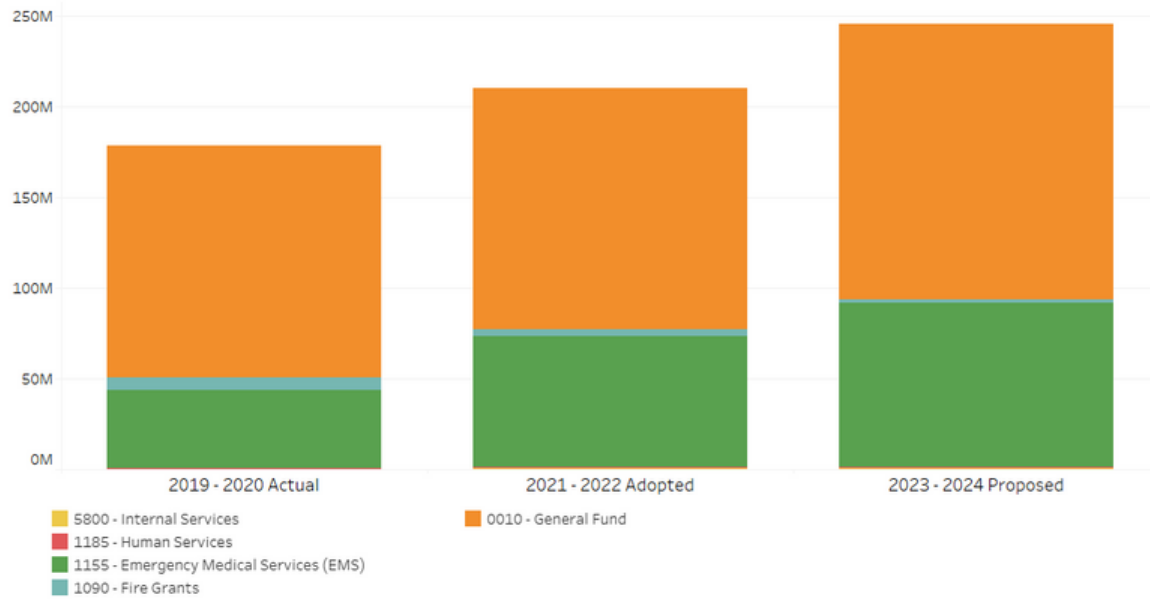
Fire Prevention

Fire Prevention staff conduct building and business inspections, as well as technical inspections required for hazardous and high-occupancy buildings, such as hospitals and multi-family apartment buildings. Personnel within this division also investigate fires, issue permits for fire protection systems, and review new construction plans for adherence to fire safety codes.

Fire Administration

Fire Administration handles the general administration and management of Tacoma Fire Department resources and supports Fire Department operations. Divisions within Fire Administration include administrative support, electrical maintenance, facility maintenance and supplies, finance and budget, fire apparatus and vehicle maintenance, grants management, harbor code enforcement, human resources, information systems and technology, public relations, training and education, and volunteer services.

Financial Overview: Financials by Fund



	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating			
0010 - General Fund	\$127,559,103	\$133,094,989	\$151,677,631
1090 - Fire Grants	\$5,192,837	\$3,585,276	\$1,689,408
1155 - Emergency Med..	\$35,673,287	\$72,441,086	\$90,418,714
1185 - Human Services	\$156,573	\$213,451	\$209,000
5800 - Internal Services	\$692,334	\$836,568	\$1,128,590
Grand Total	\$169,274,134	\$210,171,371	\$245,123,344

Financials by Fund Summary

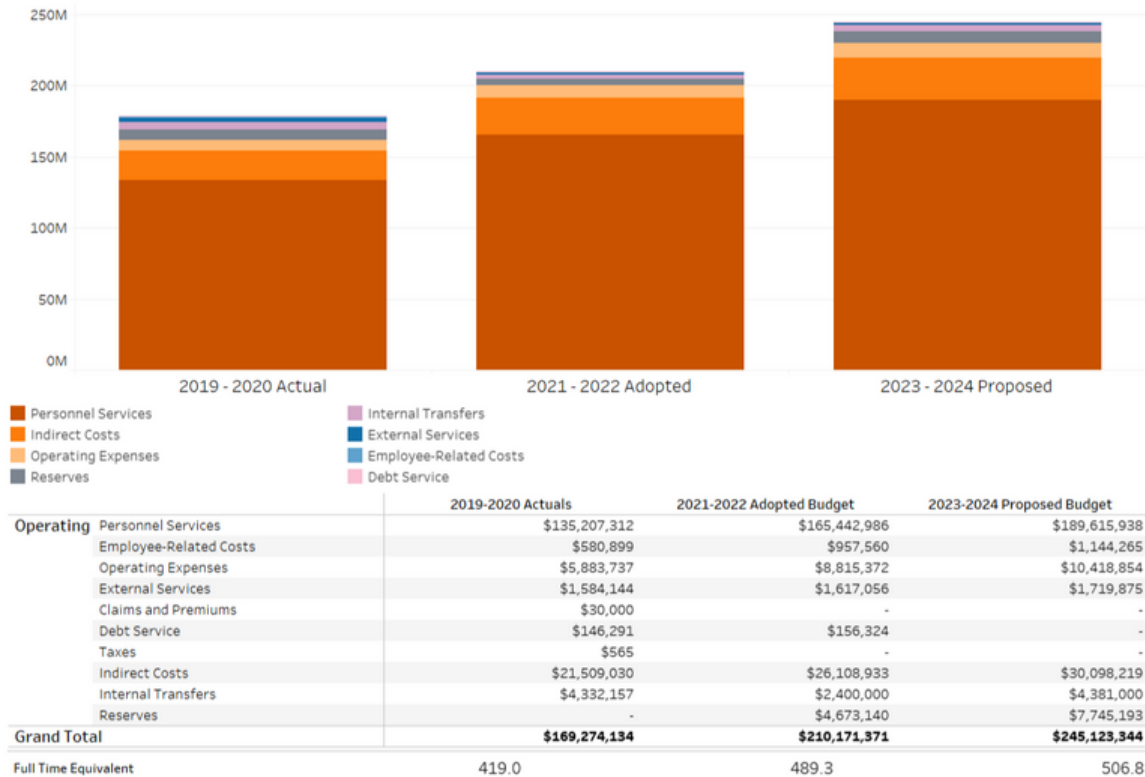
The General Fund makes up 62% of Tacoma Fire Department's (TFD) expenses which is used to support fire suppression services and fire code inspections. These duties are partially offset within the General Fund by fire inspection fees and service contract revenue from Fircrest and Pierce County Fire District 10.

Emergency Medical Services (EMS) Special Revenues, 1155 - Emergency Medical Services, represent 37% of the department's expenses. EMS is supported through Property Taxes, from an EMS levy on Tacoma properties last approved by voters in 2006, emergency medical transportation fees, and the Ground Emergency Medical Transportation (GEMT) program that provides supplemental cost recovery for Medicaid transports. These funds must be used to support both Basic Life Support (BLS) and Advanced Life Support (ALS) services to the community.

Fire Special Revenue Funds, 1090 - Fire Grants and 1185 - Human Services, include federal, state and local grants, and revenue share programs.

The City's Emergency Management resides in Fire's 5800 - Internal Services fund, and supports the entire organization.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Personnel Services includes wages and benefits for 507 Full Time Equivalents (FTEs) and comprises 78% of TFD's expenditures. This cost category increases 15% in the 2023-2024 Proposed Budget primarily as a result of rising personnel costs and added positions. Operating Expenses include an increase based on planned safety equipment replacement as well as new medical & safety equipment to continue to stand up the BLS transportation program initiated in the 2021-2022 Adopted Budget.

Indirect Costs represents payments to the 5800 Internal Service Fund. This fund pays for services provided by internal services departments, such as Human Resources, Information Technology, the City Manager's Office, and others. Indirect costs increased in 2023-2024 due to increased costs and investments in shared services. Internal Transfers include \$4,000,000 in contributions to fleet for replacement of apparatus and light duty vehicles at the end of their viable life cycle.

Reserves represent surplus budgeted revenue from GEMT in the EMS Fund.

Personnel Complement Changes (+17.5)

2021-2022 Adjustments & Baseline Corrections (+13.5)

- Added back Engine 5 and Safety Staffing (+14.5)
 - Captain (+1.0), Lieutenants (+5.5), and Firefighters (+8.0)
- Added Fire Lieutenant Clinical Coordinator for Paramedic Training Program (+1.0)
- Added Fire Lieutenants to create EMS field support response unit (+5.0)
- Added Firefighter-Paramedic (+2.0)
- Removed Project Cross Shift Roving Firefighters (-4.0)
- TFD CARES Adjustments (-7.0)
 - Removed project Behavioral Health Response Unit positions - Management Analyst (-3.0), Registered Nurse Case Manager (-1.0), and Office Assistant (-1.0)

- Removed Project Opioid Mobile Response Unit positions - Mobile Registered Nurse (-2.0)
- BLS Staffing Adjustments (+2.0)
 - Removed Deputy Chief and Safety Director not needed for BLS (-2.0)
 - Added BLS Training Support - Captain (+1.0) and Lieutenant (+1.0)
 - Added Fire Maintenance Electrician (+1.0)
 - Added EMS Billing Manager (+1.0)

2023-2024 Proposed Changes (+4.0)

- Add Customer Service Representative and Customer Service Representative, Lead for EMS Billing (+2.0)
- Add Financial Assistant for BLS purchasing support (+1.0)
- Add a Warehouse Technician for EMS Supply and Asset Management (+1.0)
- Add Lieutenant to support BLS Training and Certification Management (+1.0)
- Add IT Analyst for GIS and Technical Support (+1.0)
- Remove Fire Captains intended for BLS Support (-2.0)

Financial Overview: Financials by Program

Category	Division	Program	2023-2024 Proposed Budget
Operating	Administration	Buildings and Grounds Maintenance	\$360,667
		Capital Reserve	\$150,000
		Equipment Reserve	\$487,800
		Financial Management and Reporting	\$1,791,128
		Fleet Maintenance and Management	\$4,264,455
		Fleet Warehousing	\$54,247
		IT Projects and Support	\$885,486
		TFD Administration - GF	\$4,745,253
		TFD ALS Billing/Collections/Records	\$1,138,680
		TFD ALS Fleet Maintenance and Mgmt	\$1,898,960
		TFD ALS IT Projects and Support	\$1,445,280
		TFD BLS Administration	\$1,353,453
		TFD BLS Billing/Collections/Records	\$1,577,984
		TFD BLS Fleet Maintenance & Mgmt	\$578,756
		TFD BLS IT Projects & Support	\$716,089
		TFD EMS ALS Administration	\$3,691,214
	Communications	911 Dispatch and Communications - GF	\$5,172,717
		Comm & Electrical Equip Maintenance	\$1,513,997
		Comm & Electrical Equip Maintenance ..	\$726,747
		Donations	\$2,892
		E911 Revenue Share	\$542,196
		TFD ALS Dispatch and Communications	\$2,480,718
		TFD BLS Dispatch & Communications	\$10,546,286

Emergency Management	Citizen Emergency Response Team	\$56,439
	Emergency Management Planning	\$231,456
	TFD Emergency Management	\$739,807
	TFD Emergency Preparedness	\$388,783
Operations	EMS Advanced Life Support Operations	\$34,006,823
	Fire Safety Planning	\$3,280,352
	Fire Suppression and Readiness	\$121,920,234
	Fireboat Response and Rescue	\$117,414
	Harbor Master	\$3,062
	Haz Mat Response and Containment	\$71,653
	Local and Federal Grants	\$255,064
	Rescue Operations - Technical	\$24,714
	SCBA Maintenance and Management	\$7,645
	TFD Basic Life Support Operations	\$25,330,457
Prevention	Building Inspections	\$2,516,600
	Fire Investigations	\$1,023,240
	Permit Plan Review and Code Inspectio..	\$290,483
	TFD Fire Prevention	\$2,031,615
Public Education	EMS Education & Prevention	\$1,706,320
	Public Education and Relations	\$1,392
	TFD FD Cares - Mental Health Services	\$209,000
Training	Recruit Academy	\$831,075
	TFD ALS Training and Certifications	\$920,900
	TFD BLS Recruit Academy	\$638,879
	TFD BLS Training & Certifications	\$895,330
	Training and Certifications	\$1,499,603
Grand Total		\$245,123,344

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$169,274,134	\$210,171,371	\$231,758,825	\$13,364,519	\$245,123,344
Full Time Equivalent	419.0	489.3	502.8	4.0	506.8

2023-2024 Proposed Initiatives

Ongoing	Reconfigure Emergency Medical Services (EMS) Structure -Advanced Life Support/Basic Life Support (ALS/BLS)	553K
	Change On-Site Fuel Tanks to Renewable Diesel	180K
	Reclass Emergency Management Position	50K
	Fund Field Battalion Chiefs from Emergency Medical Services (EMS)	0K
One-Time	Contribution to Reserves	7,745K
	Replace Fire Fleet	4,172K
	Indirect Costs	266K
	Expand Mental Health & Employee Wellness Support Services	172K
Grand Total		13,137K

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

**Alternative Response: Behavioral Health Response Unit Pilot (\$824k), which is shown in the Budget Highlights: Community Safety section of this book, will be added to the Tacoma Fire Department budget as a correction during the budget amendment process.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- Response to COVID-19
- Opening of Fire Station 5
- Implementation of Basic Life Support (BLS) Transport
- Establishment of a Community Advisory Committee

Issues or Considerations

- Workload, Call Volume, and Mental Health
- Aging Facilities & Fleet
- Training & Development for Increased Inexperience
- Post COVID-19/Vaccine Mandate Morale

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Address the workload demand on field personnel.
- Provide effective resources for the health and well-being of personnel.
- Provide proactive training to minimize the risks associated with inexperienced responders.
- Provide safe and sufficient resources for personnel to effectively perform their work.

Racial Equity Action Plan (REAP) Goals

- The Tacoma Fire Department will reflect the diversity of the community it serves.
 - Racial diversity percentage of TFD will reflect the community served throughout entire rank structure.
 - TFD will retain racially diverse staff, ensuring any departure of these employees are secondary to external promotional opportunities or personal circumstances.
 - Increase racial diversity of applicants through broader recruitment efforts and community outreach.
 - The recruit instructor cadre will reflect the community served by TFD.
- Ensure all communities of Tacoma receive and have access to educational and non-emergent Fire Department services.
 - Fire prevention efforts throughout the community that identify economic impacts of communities of color.
 - Increase bystander CPR in communities of color to improve survivability.
 - Fire stations are more welcoming and accessible to the community, increasing community trust and interaction outside of emergencies.
- Intentionally address areas of known deficiency in service delivery.
 - Factors impacting patient care (i.e. language barriers) will be addressed, including using technology.
 - Emergency preparedness education will be increased in marginalized communities.

Resource Conservation & Climate Plan (RCCP) Goals

- Dedicate funding for efficiency, resiliency, and decarbonization in existing and replacement facilities.
- Expand bulk renewable fuel delivery at city facilities to the greatest extent needed.
- Increase funding for the fleet capital budget to accelerate replacement with low-emission vehicles.

Hearing Examiner

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Provide an efficient and effective administrative hearing process that allows parties a full and fair opportunity to present their positions before an impartial hearing officer, followed by the issuance of a timely and legally sound decision or recommendation based upon the facts and governing law.

Department Overview: Key Function Organizational Chart

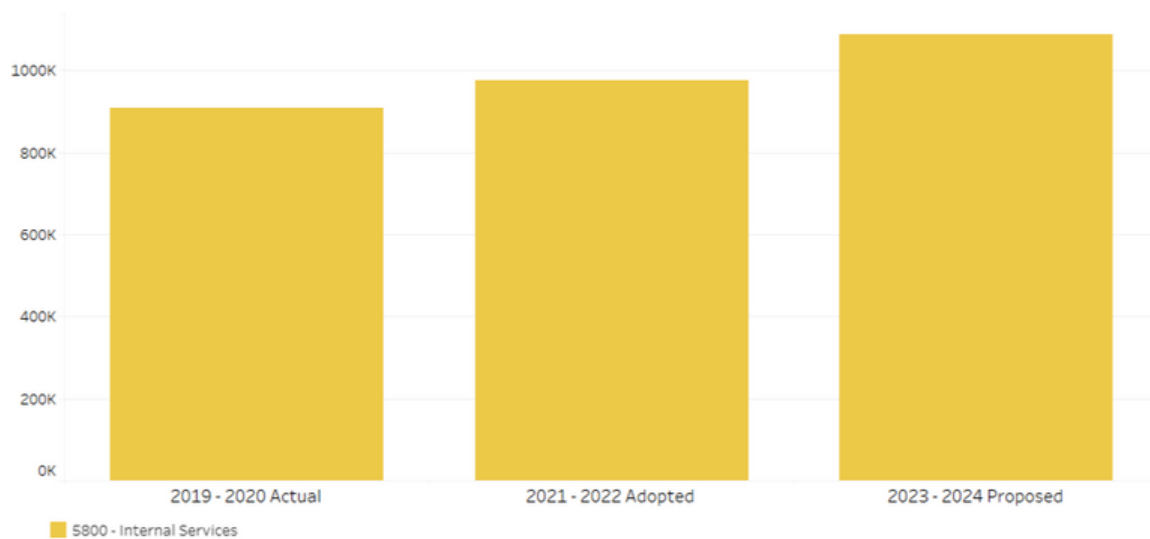


Department Overview: General

General Summary

The Office of the Hearing Examiner is charged with conducting fair, cost-effective, and impartial administrative hearings in many types of cases identified in the Municipal Code. These cases include contested hearings on appeals and public hearings regarding proposed developments. The Department's administrative hearing services provide an accessible forum for meeting the due process requirements of the Federal and State Constitutions arising in connection with City actions. The Hearing Examiner's decision in a case is often the City's final decision on City actions.

Financial Overview: Hearing Examiner Financials by Fund

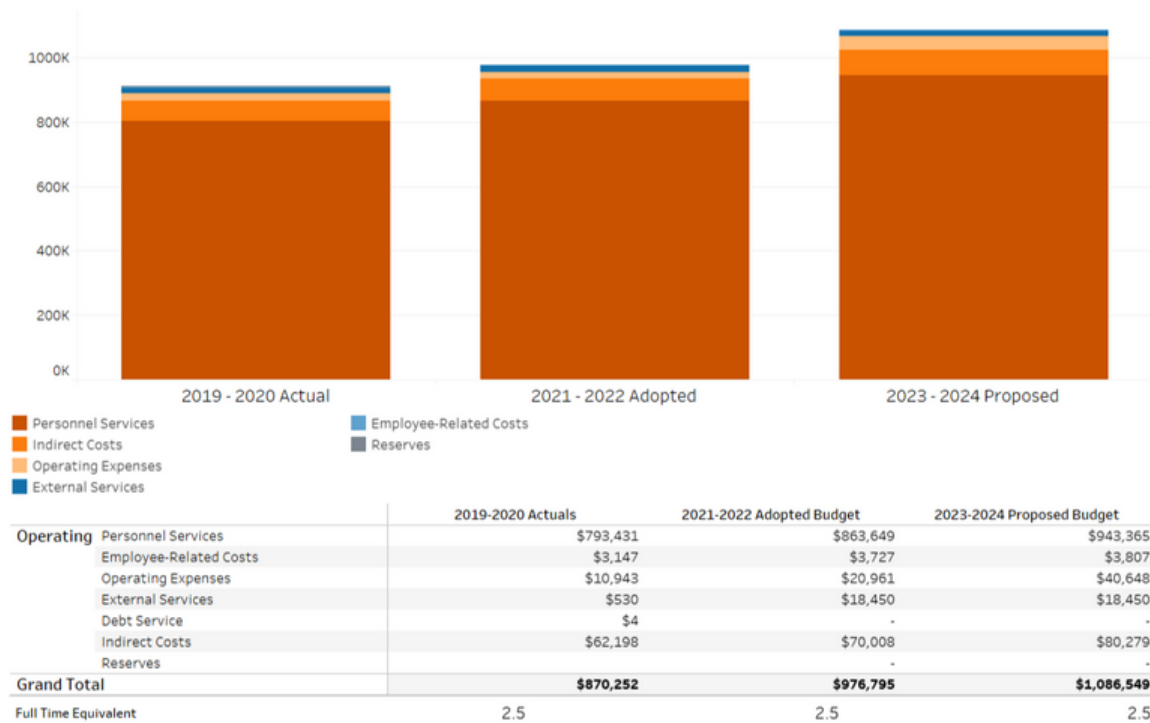


	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating 5800 - Internal Services	\$870,252	\$976,795	\$1,086,549
Grand Total	\$870,252	\$976,795	\$1,086,549

Financials by Fund Summary

The Hearing Examiner is completely funded by the 5800-Internal Services Fund. It represents less than 1% of the City's internal service budget expenses. The funding for the 5800 Fund comes from other city departments that pay into the fund. These payments are shown as Indirect Costs in departmental budgets.

Financial Overview: Hearing Examiner Financials by Cost Category



Financials by Category Summary

The Hearing Examiner's primary expenditure is Personnel Services. It represents about 87% of the Department budget. Personnel cost increases by 9.2% or \$80k in the 2023-2024 proposed budget compared to the 2021-2022 adopted budget. This is mainly due to a cost-of-living adjustment and inflation. Indirect costs are the second highest expense category although they represent only 7% of the department expenses budget. This category increases by 14.7 or \$10k. The increase is due to increased costs and investments in shared services. Operating Expenses are about 7% or \$41k of the 2023-2024 proposed budget. This is an increase of 52% compared to the previous biennium due to the cost of replacement of the Department's case tracking data database this biennium.

Personnel Complement Changes (0.0)

2021-2022 Adjustments & Baseline Corrections

No changes were made.

2023-2024 Proposed Changes (0.0)

No changes were made or proposed.

Financial Overview: Financials by Program

Category	Division	Program	2023-2024 Proposed Budget
Operating	Hearing Examiner	Due Process Hearings	\$1,086,549
Grand Total			\$1,086,549

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$870,252	\$976,795	\$1,066,549	\$20,000	\$1,086,549
Full Time Equivalent	2.5	2.5	2.5	0.0	2.5

2023-2024 Proposed Initiatives

One-Time	Replace Obsolete Hearing Examiner Case Tracking Database	20K
Grand Total		20K

*Initiatives totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Strategic Goals: 2023-2024 Initiatives

Operational Goals

Provide timely opportunities for hearings that are conducted ultimately on a timeline meeting the parties' needs, and that culminates in a prompt and clear decision.

Racial Equity Action Plan (REAP) Goals

- Engage in community outreach to increase awareness about the OHEX and its function among diverse communities.
- Use those community outreach activities to increase interest in future employment opportunities with the OHEX.
- Retain diverse staff; recruit diverse staff for the future; succession planning.
- Racial diversity focused community outreach and information designed to increase awareness of (and possibly participation in) the HEX process.
- Increase OHEX and OHEX staff awareness of implicit biases in order to better ensure equitable treatment of all OHEX process participants.

Human Resources

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Proposed Initiatives, Financials by Program

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Our mission is to serve as strategic business partners who provide people solutions that support organizational objectives in alignment with Tacoma 2025.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

The Human Resources Department provides comprehensive people-oriented services and solutions to support a diverse and high-performing workforce.

Talent Solutions

The Talent Solutions Division partners with organizational leaders to develop people-related strategies and programs to attract, engage, and retain a skilled and diverse workforce. The HR professionals in this division serve as consultants and coaches on recruitment and retention, managing performance, conflict, and change related to people matters. In addition, Talent Solutions facilitates recruitment and assists employees and leaders with accessing and navigating other Human Resources services offered by the City.

Compensation & Benefits

The Compensation & Benefits Division is responsible for the compliance and administration of the City's classification and compensation program, health and welfare benefit plans, and disability and leave management programs. These areas support a Total Rewards strategy to attract, motivate, and retain a qualified and engaged workforce.

Equal Employment Opportunity

The Equal Employment Opportunity (EEO) Office is responsible for overall management of the City's EEO program, which was created to ensure compliance with anti-discrimination and anti-harassment laws. Staff conduct investigations into complaints of discrimination and harassment and provide employees and managers with the educational tools and resources to create and maintain equitable, inclusive, and discrimination-free workplaces.

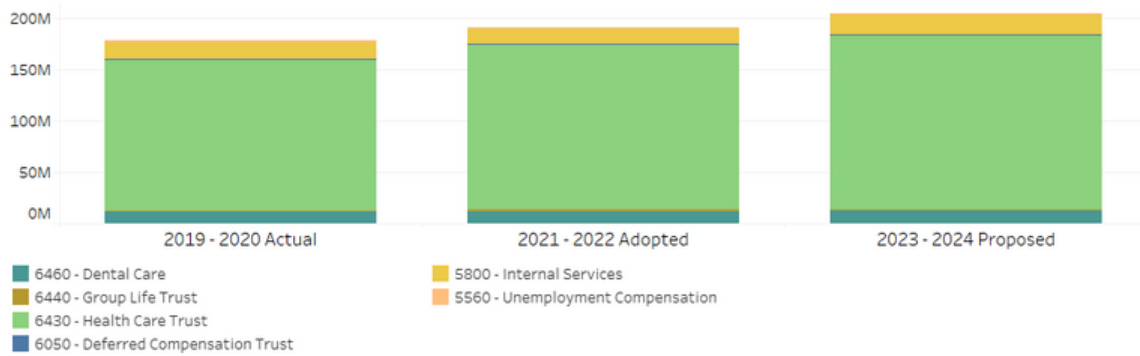
Continuous Improvement

The Continuous Improvement Division (CI) drives City departments to develop solutions to priority problems, enhance processes, and empower others to learn, improve, grow, and lead. There are three teams within the CI Division - Innovation & Process Improvement, Learning, and Workforce Data & Analytics. The CI Division creates efficiency, effectiveness, equity, and empowerment at the operational level for community-facing and internal programs. The Learning team provides organizational development and training opportunities across the City by developing programs, maintaining enterprise learning systems, contracting with vendors, and coordinating internal stakeholders. The Workforce Data and Analytics team ensures Human Resources data integrity and supports City leaders in data-driven decision making and equitable labor/personnel policy development.

Administration

The Administration Division coordinates established processes and procedures providing administrative support to the Talent Solutions, Compensation and Benefits, Equal Employment Opportunity, and Continuous Improvement divisions of Human Resources. Administration is responsible for the maintenance of employee personnel files, tracking employment eligibility requirements, coordinating public disclosure requests and records management activities for the department, and provides customer service support to our internal and external customers.

Financial Overview: Financials by Fund

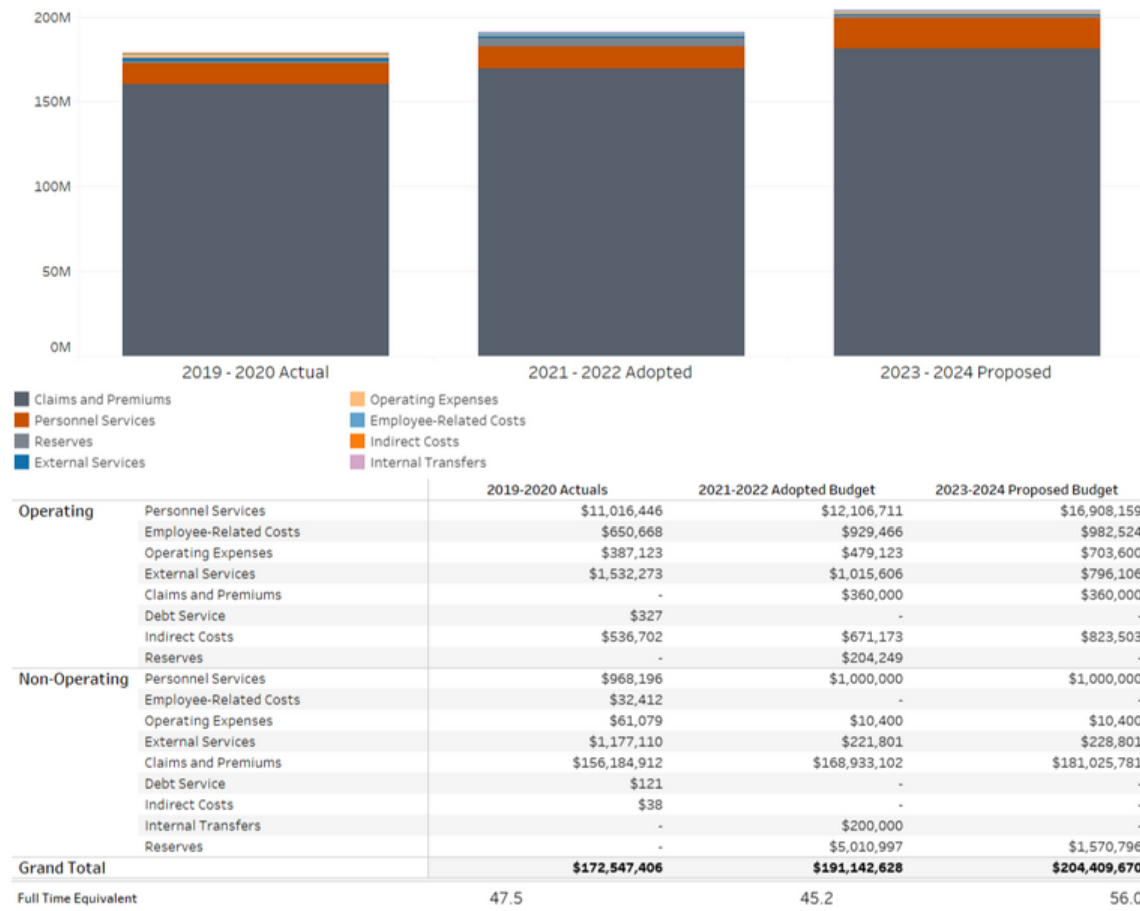


		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating	5800 - Internal Services	\$13,731,986	\$15,245,186	\$20,038,576
Non-Operat.	5560 - Unemployment Compensation	\$1,710,515	\$1,030,000	\$475,875
	6050 - Deferred Compensation Trust	\$391,553	\$521,142	\$535,316
	6430 - Health Care Trust	\$143,876,371	\$161,069,187	\$169,459,069
	6440 - Group Life Trust	\$1,545,286	\$1,604,965	\$1,846,457
	6460 - Dental Care	\$11,291,694	\$11,672,148	\$12,054,377
Grand Total		\$172,547,406	\$191,142,628	\$204,409,670

Financials by Fund Summary

The Human Resources Department's core operations are funded through the 5800 Internal Service Fund. Funding for 5800 is paid for by City departments. These payments are shown in department expense budgets as Indirect Costs. HR also manages the City's benefits and trust funds, including healthcare, dental, unemployment, and deferred compensation which are funded through contributions from the City and employees. These contributions increased in 2023-2024 due to rising costs in benefits such as healthcare.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Human Resources' core operations are predominantly in Personnel Costs, 83%, and represent the compensation and benefits of 56 FTEs. Employee-Related expenses includes about \$600 thousand to provide Citywide training opportunities. External Services is primarily spent on the transit benefit for employees and on contracts for external training and special projects. Indirect Costs represent shared charges for services provided by internal service departments. Claims and Premiums in the operating fund support vendor contracts for the Employee Wellness Program.

In the benefit funds, Claims and Premiums comprise 98% of expenses and are based on historical cost increases. Reserves includes \$1.6 million in the healthcare fund as contributions to ensure that benefit fund maintains sufficient financial reserves. Personnel Services include \$1 million in employee wellness incentive and administration of the Deferred Compensation program. Indirect Costs represent services provided by internal service departments.

Personnel Complement Changes (+10.8)

2021-2022 Adjustments & Baseline Corrections (+4.3)

- Added Human Resource Managers for Talent Acquisition and Employee Relations (+2.0)
- Added Senior Human Resource Analysts to Support Human Resources Management Systems and Classification & Compensation (+2.0)
- Added Management Analyst III to Manage the Workforce Data and Analytics Workgroup (+1.0)
- Added Human Resources Specialist for Learning Workgroup (+1.0)
- Removed Remainder of Special Projects Position (-0.2)
- Removed Assistant Human Resources Director (-1.0)

- Removed Term-Limited Continuous Improvement Management Analyst I (-0.5)

2023-2024 Proposed Changes (+6.5)

- Extend Management Analyst I for COVID Support for One Year (+0.5)
- Add Human Resources Analyst and Human Resources Specialist to Support Talent Solutions (+2.0)
- Add Senior Human Resources Analyst to Support Classification and Compensation Workgroup (+1.0)
- Extend Management Analyst II Through 2024 to Support Instructional Design Efforts (+1.0)
- Add Management Analyst III and Management Analyst II to Support Continuous Improvement Projects and SAP Now Implementation (+2.0)

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget
Operating	Continuous Improvement	Citywide Learning	\$2,898,668
		Innovation & Process Improvement	\$2,248,170
		Workforce Data & Analytics	\$1,655,410
	Talent Services	Talent Services	\$6,100,692
	Compensation & Benefits	Health & Welfare Benefits Manageme..	\$1,959,771
		Employee Classification & Compensati..	\$1,247,084
		Employee Wellness Programs	\$864,720
		Employee Leave Management	\$659,304
	Administration	HR Administration	\$1,716,121
	Equal Employment Opportunity	Equal Employment Opportunity (EEO)	\$688,635
Non-Operating	Health Care Funds	Regence Medical Plan	\$145,350,677
		Kaiser Medical Plan	\$16,884,579
		Delta Dental	\$7,832,616
		Willamette Dental Group	\$4,210,567
		Commissioned VEBA	\$2,674,900
		Flex Spending Plan	\$2,000,000
		Basic Life Insurance Trust	\$1,846,457
		Vision Plan	\$1,138,394
		Labor Management Health Care	\$1,090,400
		Employee Assistance Plan	\$162,767
		Long Term Disability	\$144,249
		Health Care Trust (Old Flex Plan)	\$13,104
		Labor Management Dental	\$11,194
	Compensation & Benefits	Deferred Compensation	\$535,316
	Unemployment	Unemployment	\$475,875
	Grand Total		\$204,409,670

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$172,547,406	\$191,142,628	\$201,168,586	\$3,241,084	\$204,409,670
Full Time Equivalent	47.5	45.2	50.5	5.5	56.0

2023-2024 Proposed Initiatives

Ongoing	Increase Continuous Improvement Analyst Support for Operational Improvement Projects	515K
	Support Talent Solutions Service Levels	432K
	Enhance Classification & Compensation Workgroup Service Levels	267K
	Establish Equal Employment Opportunity Case Management System	5K
	Adjust Human Resources Department Operating Expenses	(233K)
	Correct Budget Flag for COVID Support position	(238K)
One-Time	Increase Continuous Improvement Analyst Support for Operational Improvement Projects	5K
	Support Talent Solutions Service Levels	8K
	Enhance Classification & Compensation Workgroup Service Levels	3K
	Extend Support for Instructional Design	249K
	Extend Temporary Staff Support for City's COVID-19 Response	116K
	Begin Creation of Succession Planning Program with External Consultants	100K
	Implement and Maintain Classification and Compensation Study	60K
	Add Customer Ticketing Capabilities to Human Resources - Pilot	43K
	Establish Equal Employment Opportunity Case Management System	35K
	Convert Tacoma Municipal Building Computer Lab to Laptops and Increase Capacity	30K
Grand Total		1,397K

*Initiatives totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

Transforming Tacoma

- Managed the TPD implementation of body-worn cameras and dash cameras and are actively overseeing the coordination of the City's Alternative Response efforts
- Facilitated coordination of projects, recommendations, and other transformation work with TPD, Equity in Contracting, and Co-led Affordable Housing Action Strategy (AHAS) implementation of 4 ordinances and 2 resolutions—ranging from new revenue sources to Rental Housing Code changes
- Successfully recruited City's next Police Chief
- Built out Equal Employment Opportunity (EEO) program and learning path for employees and completed first Equal Employment Opportunity Community of Practice cohort of over 30 City of Tacoma employees from various departments in General Government, Tacoma Public Utilities, and Tacoma Public Library
- Launched TacomaU – an internal learning resource to make learning opportunities more accessible to staff at all levels of the organization
- Completed a Workforce Equity Study
- Created an Equitable Recruiting and Selection program for hiring managers.

HR Service Delivery

- Reorganized Talent Solutions and Continuous Improvement Divisions to support emphasis on recruitment, employee relations, and workforce analytics
- Procurement and implementation of an enterprise Learning Management System - to improve employee learning experience, compliance with required trainings, and expand the learning culture at the City of Tacoma with better access & data

COVID-19 Response

- Designed and implemented program and process for preventing the spread of COVID-19 in the workplace
- Developed and implemented COVID-19 emergency and shared leave programs and ensured compliance with federal and state requirements
- Implementation of vaccine mandate with the Tacoma Fire Department
- Development and implementation of a modern Telework Policy for employees post-pandemic

Issues or Considerations

Challenging Labor Market

- Highly competitive market to recruit and retain talent
- Current and projected near-term turnover in senior-level leadership positions
- Demand for succession planning and leadership development
- Implementation of a new classification and compensation system for non-represented employees

Demand for New Programs/Support

- New program launches
 - EEO Community of Practice - to support employees' journeys towards creating equitable, EEO-compliant workplaces
 - TacomaU - an internal learning resource to make learning opportunities more accessible to staff at all levels of the organization
 - Core Conversations - personalized conversations where leaders and employees can set goals, share needs, remove barriers, and identify ways leaders can support their employees' development
 - Leadership, Engagement, and Development (LEAD) in Action - on-demand and microlearning opportunities to support employees who have participated in LEAD training
 - Workforce Data Analytics - to produce personnel/ workforce reports and provide analysis to leaders Citywide
 - Equitable Recruiting and Selection Program - to implement specific, intentional, and proactive measures to identify and dismantle practices creating barriers for people in underrepresented, marginalized, and underserved populations when applying for employment
- Demand for increased support in employee relations and recruitment functions
- Increased need for employee behavioral health support and resources

- Increased demand to support department-sponsored trainings (Crisis Awareness, Sustainability, Cyber Security)
- Increased demand for support from customer departments for operational improvements (especially in alignment with SAP S/4 upgrade)

Technology and Systems Risks

- Need to expand use of technology to better serve, track, and respond to customer needs
- Preparation for upgrade of Human Resources Information Systems; including business process mapping, change management, and staffing to support the project

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Hire and retain top talent that reflects the community we serve
- Continuously improve service delivery within the organization and to the community
- Foster a diverse, equitable, and inclusive culture
- Grow our leaders
- Partner to provide high quality training
- Improve our use of technology to administer programs at scale, enhance customer service/transparency, and provide data to decision-makers

Racial Equity Action Plan (REAP) Goals

- The Human Resources Department will create programs and systems that drive and foster a diverse, equitable, and inclusive culture city-wide including within the HR Department.
- The Human Resources Department will focus outreach and engagement with community partners on those in underrepresented racial populations.
- The Human Resources Department will partner with the Office of Equity and Human Rights (OEHR) to incorporate an equity lens into the ci4i framework which is applied to projects designed to help departments improve service delivery to residents and visitors.

Resource Conservation and Climate Plan (RCCP) Goals

- Convert employee personnel and benefits files to electronic format.
- Set up new employee personnel files electronically.
- Developed and implemented a new post-pandemic Telework Policy for employees that encourages continued telework.
- Encourage Human Resources employees to continue to telework, as appropriate.
- Prioritize purchasing from local MWBE vendors.

Information Technology

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

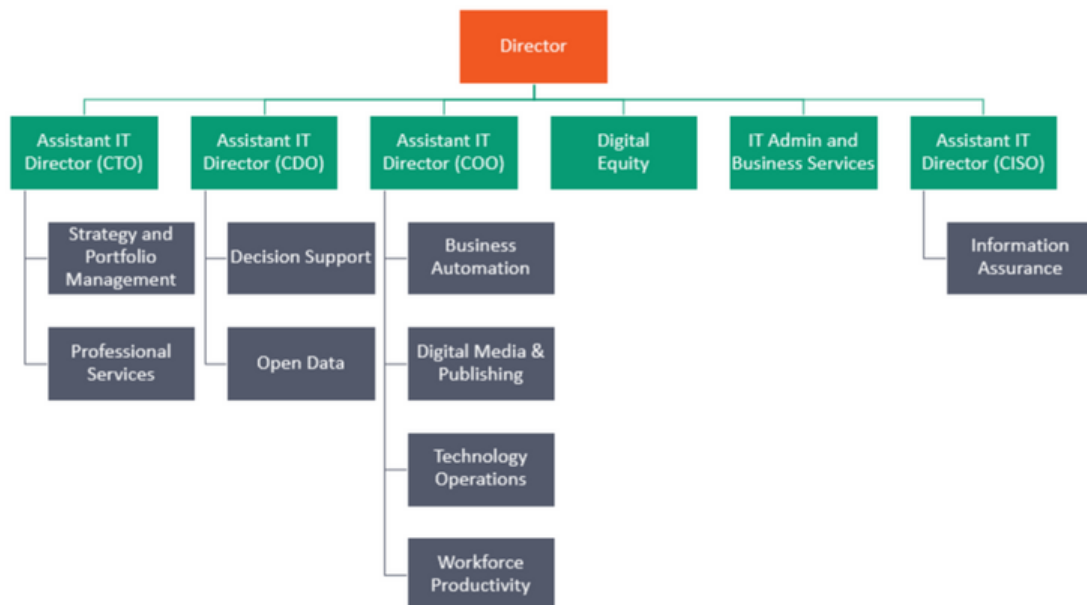
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Provide technology leadership and solutions to business units and residents in support of effective City and utility operations, robust community engagement, and a thriving local economy. The Information Technology Department's motto is "side by side, future focused, and customer centric."

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

The Information Technology Department provides resilient Information Technology (IT) infrastructure for City operations, business applications for management of information, and supports City departments and utility divisions in digital initiatives for residents and customers.

IT Administration and Business Services

IT Administration and Business Services provides internal support for IT service management (including service-level management and performance management), asset management, program management, information systems governance, and strategic planning. This service provides financial management services for the IT department, including budget, procurement, enterprise licensing, rate and assessment modeling, management of inter-local business agreements, and customer billing. This service also supports IT organizational development, team member recruitment, professional development, employee performance management, and labor relations.

Business Automation

Business Automation provides business applications support and business process automation for all City departments. This service provides software support for the City's Enterprise Resource Planning, Customer Relationship Management, Geospatial Applications and related enterprise systems.

Decision Support

Decision Support enables access to City and third-party data to support the City's decision-making process, policy analysis, and evaluate program performance. This service supports the Open Data platform, Geographical Information Systems (GIS) data, the City's data-lake, data and application integration workflows, and the City's visualization and analytics platform.

Digital Equity

Digital Equity improves access to the Internet for underserved individuals, groups, and areas of the community, promotes digital literacy skills building for Tacoma residents, and ensures that the City's digital government services are sufficiently designed to reach all community members.

Digital Media and Publishing

Digital Media and Publishing enables access to accurate, consistent, and timely information about the City of Tacoma through Website development and maintenance, GovDelivery notification services, and Social Media and Engagement Platforms support.

Information Assurance

Information Assurance establishes and monitors appropriate information security policies, procedures, and technology standards in accordance with City goals, business objectives, risk tolerances, and regulatory compliance requirements. This service increases organizational awareness of informational security threats and employee responsibilities. Information Assurance also establishes and monitors appropriate information systems controls to protect against data loss, disruption of City services, and misuse of City information and technology systems.

Open Data

Open Data aims to increase transparency, accountability, and public participation by making the data generated by the City of Tacoma openly available to the public.

Professional Services

Professional Services provides access to IT knowledge, expertise, and professionalism to provide advisory, consulting and delivery assistance to business units for business needs and initiatives. This could include services such as business analysis, solution design, and technology strategy.

Strategy and Portfolio Management

Strategy and Portfolio Management provides access to skills, knowledge, and expertise to develop, select, execute, and report on technology investments through structured project and portfolio management methodologies. This service increases project success rates and return on investment, provides visibility to projects, and helps maintain alignment with the organization's goals.

Technology Operations

Technology Operations provides reliable, secure, and cost effective infrastructure, network communications, application integration, and data management platforms. Services offered include Wi-Fi services, private data networks, data storage, systems hosting via private cloud, internet access, identity and access management, web application protection, and system administration.

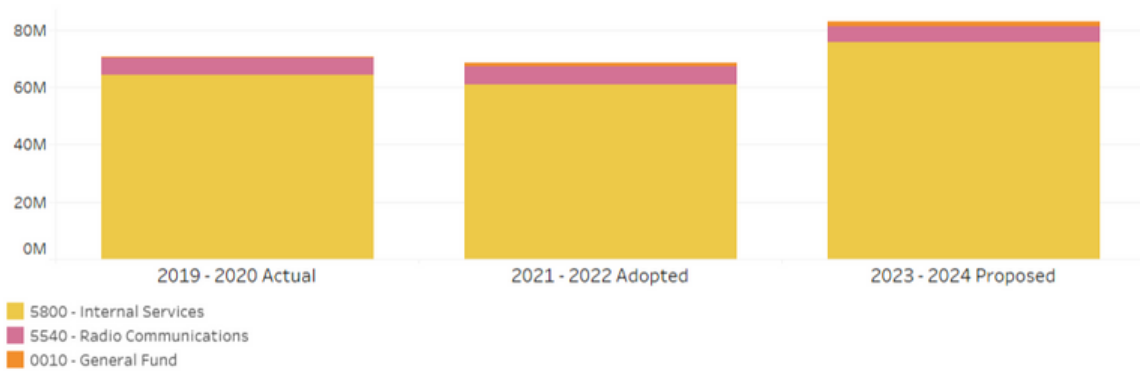
Workforce Productivity

Workforce Productivity provides a technology enabled working environment for office and mobile staff to be productive and collaborative with internal and external partners. This service has two products: Digital Office and Public Safety Radio Communications.

Digital Office provides increased employee productivity through access to information, content creation, and collaboration tools. This includes mobile device management, Microsoft 365, SharePoint, telecommunications, and support services such as Desktop Support and Help Desk.

Public Safety Radio Communications provides radio system infrastructure services, radio support services, and dispatch support services for Tacoma General Government and 30 external organizations.

Financial Overview: Financials by Fund



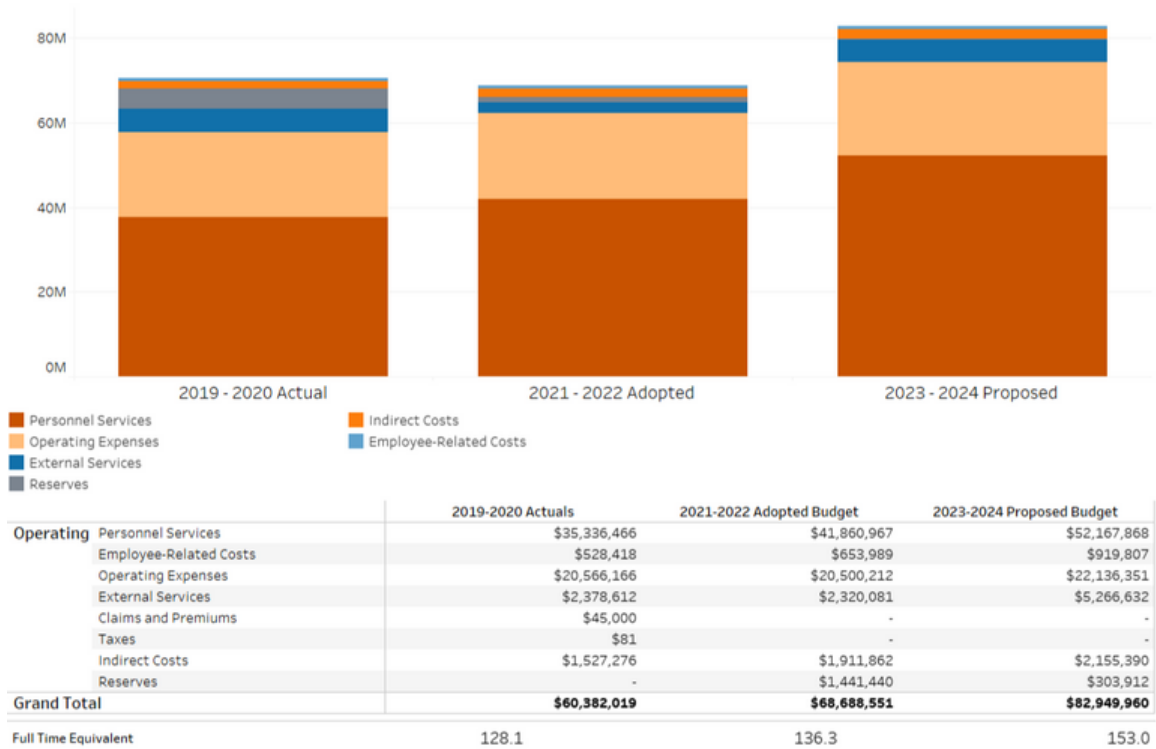
	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
0010 - General Fund	\$49,498	\$1,575,668	\$1,960,662
5540 - Radio Communications	\$5,016,218	\$6,200,793	\$5,307,794
5800 - Internal Services	\$55,316,303	\$60,912,090	\$75,681,505
Grand Total	\$60,382,019	\$68,688,551	\$82,949,960

Financials by Fund Summary

The General Fund makes up 2.4% of the Information Technology (IT) Department, for police technical support and digital equity. The primary source of Information Technology funding is through the 5800-Internal Services Fund. This fund is paid for by city departments. These payments are shown in departmental budgets as Indirect Costs. The General Fund pays 29% of the Indirect Costs related to the IT Department. The increase in Indirect Costs is due to increased costs and investments in shared services.

Information Technology also receives funding from Charges for Services, which incorporates public safety radio communication services provided to other City departments as well as external organizations. A reduction in charges for services is mostly due to reducing radio communication services network user fees offset by Radio Dispatch External Revenue. These funds are captured in the 5540-Radio Communications Fund.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

The majority of the Information Technology budget is comprised of costs from Personnel Services. Personnel Services is projected to be higher due to anticipated increases in wages and benefits as well as an increase of 16.75 Full Time Equivalents (FTEs) from the 2021-2022 Adopted Budget. External Services increased in the 2023-2024 Proposed Budget due to additions in website development and support, core enterprise resource planning (ERP), and permitting.

Personnel Complement (+16.75)

2021-2022 Adjustments & Baseline Corrections (+5.75)

- Corrected Computer Services Technician Position (+0.75)
- Added staff support for SAP Now Project (+2.0)
- Moved Accela permitting software team from Planning and Development Services to Information Technology (+3.0)

2023-2024 Proposed Changes (+11.0)

- Add Business Analyst III as permanent positions in support of Utility-related modules (+2.0)
- Add Information Technology Analyst to ensure Database Resiliency (+1.0)
- Add Information Technology Analyst, Senior Technical to support Infrastructure Teams Database Management (+2.0)
- Add Information Technology Manager, Supervisor, and Management Analysts in support of SAP (+5.0)
- Add Management Analyst I (+1.0)

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$60,382,019	\$68,688,551	\$72,976,570	\$9,973,390	\$82,949,960
Full Time Equivalent	128.1	136.3	142.0	11.0	153.0

2023-2024 Proposed Initiatives

Ongoing	Add Staffing and Resources for the SAP Now Program	619K
	Enable Critical Cybersecurity Controls	1,049K
	Enable Electrical and Water Permitting	213K
	Restore Service Levels to Utilities and Geographic Information System Customers	585K
	Enable SAP Now Integrations	300K
	Transition Permitting Program to Information Technology Department	1,446K
	Budget Utility Maintenance Support Staff on a Permanent Basis	734K
	Enable Cybersecurity Operations and Compliance	478K
	Expand Cloud Service Offering	229K
	Enhance Analytics Program	422K
	Migrate to the TEAMS Voice Calling Plan	222K
	Prepare for SAP transition with an SAP supervisor	331K
	Ensure Database Resiliency	239K
	Provide Sufficient Training through Consulting and IT Information Services	120K
	Reduce Software Budget for Geospatial Analytics	(4K)
	Reduce Software Budget from Collaboration Services	(8K)
	Reduce Information Technology Administration Budget	(44K)
	Reduce Geospatial Applications Software Budget	(60K)
	Reduce Utility Program Software Budget	(69K)
	Exit Tacoma Public Utilities Buildings for SAP Team	(99K)
	Reduce Business Applications Software Budget	(112K)
	Reduce Intrusion Detection and Prevention System Maintenance	(146K)
	Reduce Core Enterprise Resource Planning Software Budget	(154K)
	Reduce Managed Payroll Software Budget	(700K)

2023-2024 Proposed Initiatives

One-Time	Contribution to Reserves	7K
	Add Staffing and Resources for the SAP Now Program	1,438K
	Enable Critical Cybersecurity Controls	70K
	Enable Electrical and Water Permitting	865K
	Restore Service Levels to Utilities and Geographic Information System Customers	312K
	Enable SAP Now Integrations	444K
	Redesign Cityoftacoma.org Website	654K
	Enable Cybersecurity Operations and Compliance	50K
	Expand Cloud Service Offering	260K
	Migrate to the TEAMS Voice Calling Plan	142K
	Evaluate Needs of Digital Workplace	40K
Grand Total		9,872K

*Note that initiative totals may not match due to labor assumptions or internal services costs.

Financial Overview: Financials by Program

Category	Division	Program	2023-2024 Proposed Budget
Operating	Administration	Administration	\$3,394,683
	Business Automation	Business Applications – Run	\$1,342,375
		Core ERP - Grow	\$559,352
		Core ERP - Run	\$15,278,037
		Customer Interaction - Grow	\$656,270
		Customer Interaction - Run	\$5,884,766
		Geospatial Applications - Grow	\$68,514
		Geospatial Applications - Run	\$2,290,599
		Permitting - Run	\$2,500,731
	Decision Support	Analytics - Grow	\$233,445
		Analytics - Run	\$3,326,181
		Geospatial Analytics - Grow	\$129,525
		Geospatial Analytics - Run	\$1,074,543

Category	Division	Program	2023-2024 Proposed Budget
Operating	Digital Equity	IT Digital Equity	\$54,090
		Public Internet Infrastructure – Trans	\$1,077,135
	Digital Media	Website Development and Support	\$2,358,307
	Information Assurance	Compliance Program Coordinance	\$560,023
		Readiness and Resilience	\$270,223
		Security Assurance	\$340,223
		Security Operations	\$2,451,752
	Strategy and Port..	IT Project Management	\$3,205,954
	Technology Operations	Application Enablement - Run	\$3,524,632
		Data Network - Run	\$3,770,957
		Private Cloud - Run	\$5,657,049
		TPD IT Services	\$1,906,572
	Workplace Productivity	Collaboration Services	\$1,965,553
		Digital Office	\$4,941,838
		Dispatch Console Services	\$587,439
		Enterprise Licensing	\$4,910,934
		GG PC Replacement	\$1,172,795
		Radio Capital Replacement	\$572,162
		Radio Infrastructure Services	\$3,089,762
		Radio Subscriber Support Srvcs Extern..	\$79,025
		Radio Subscriber Support Srvcs Internal	\$979,405
		Telecommunications	\$2,735,109
Grand Total			\$82,949,960

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- Absorbed considerable growth in usage due to increasing reliance on digital office and business automation services to support telework and community expectations.
- Continued to be responsive to planned, and unplanned, operational needs by deploying many new and upgraded solutions.
- Collective selection of appropriate investments as shown by the rapid adoption and high usage of new tools such as TacomaHub and Hanalytics.

Issues and Considerations

- Core Business Application Refresh – The City is due for lifecycle replacement of our core business applications, including finance, HR, work and asset management, among others. We are at the beginning stages of SAP Now!, a large, long-running program that will require significant investment and focus across multiple biennia.
- Cybersecurity – Security threats to our services and critical infrastructure continue to increase, as does our reliance on technology. The City has a mature security program, but maintaining reliable services continues to grow in cost and complexity. Adapting to these changes and building resiliency will be a focus for the foreseeable future.
- Digital Ready Workforce – The value of systems and data are very much dependent on the skills of staff administering them. The pace and volume of digital transformation will continue to increase and change the nature of work. Technology projects and other business process changes will need to ensure staff gain the necessary skills for successful deployment and adoption. These include a growth mindset, data fluency, business process acumen.

Strategic Goals: 2023-2024 Initiatives

Operational Goals

Per the City of Tacoma Technology Strategy, there are four primary actions.

- Deliver and improve technologies that enable increased community and customer engagement.
- Provide access to quality data, processes and tools to ensure informed decision making.
- Develop and enable technologies that promote collaboration, mobility, and process efficiencies.
- Continually improve services and technologies in order to increase operational effectiveness

Racial Equity Action Plan (REAP) Goals

ITD is an active partner in enabling and accelerating outcomes for all City functions. This includes REAP goals via tools such as the Equity Index, open data, human resources tools, and community engagement.

- The IT Department staff will be more representative of the racial and ethnic diversity of the community, despite program and staff reductions.
- Improve quality and accessibility of City data supporting equitable outreach and engagement
- Information Technology governance processes apply an equity lens in decision making

Resource Conservation & Climate Plan (RCCP) Goals

ITD is an active partner in enabling and accelerating outcomes for all City functions. This includes RCCP goals via tools remote work and digital collaboration, business process automation to reduce drive time and materials, and integration of advanced technologies for utilities.

- ITD will continue to provide effective and reliable digital office tools to reduce travel and materials requirements.
- Evaluate the energy and environmental impact during the procurement of computing and software services.
- Information Technology governance processes apply a conservation lens in decision making

Library

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

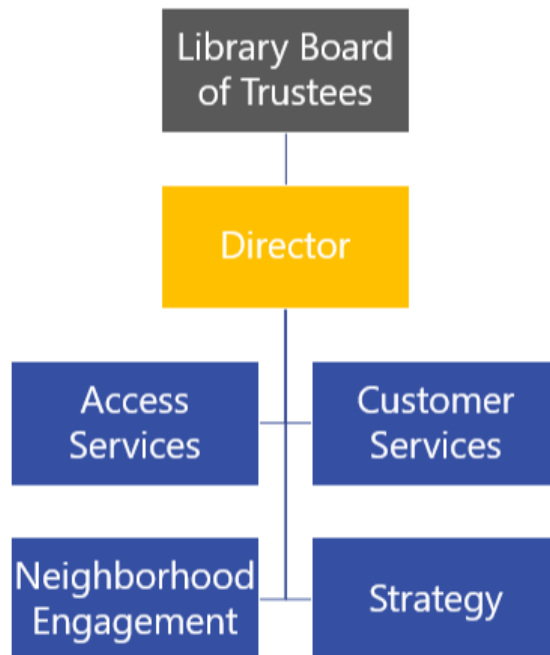
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

We empower our community by bringing people together to discover, connect, create, learn, and thrive.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

Tacoma Public Library (TPL) is a community hub where all people can find joy, compassion, and inspiration. TPL serves the Tacoma community with eight neighborhood libraries. At these locations, TPL offers access to year-round programs for all ages, educational, reference, and research resources, meeting rooms and public spaces, free computer and Wi-Fi access, and a wealth of materials in all genres and formats for borrowing or online access. A variety of popular eResources services such as Lynda.com, Ancestry, Overdrive, Kanopy, and Hoopla are available and utilized by patrons 24 hours a day.

Tacomans of all ages and interests find enriching, informative, entertaining, and educational programs, workshops, and events to meet their needs. TPL supports learning and literacy as a human right, and empowers its community members to fulfill their greatest potential. With a commitment to racial equity and social justice, TPL actively looks for solutions to breaking down barriers of access between community members and all that the library offers.

Tacoma Public Library is governed by a five member Board of Trustees appointed by the Mayor and confirmed by a vote of the Tacoma City Council. Appointments are for a five-year term of service. TPL's Board of Trustees provide oversight in ensuring that the library's policies and organizational priorities reflect its Strategic Plan and are responsible for authorizing the library's budget and expenses.

Access Services

Access Services includes the staff and resources dedicated to providing Tacoma residents all of the library's physical, digital and streaming materials. The department currently offers approximately 1,220,000 physical and electronic items. Within Access Services, the Collection Development and Technical Services division is responsible for the purchasing, receiving, cataloging, and distribution of all library materials.

Customer Services

Customer Services includes staff and resources dedicated to the recruitment, training, and retention of employees, so that they are best equipped to serve our community. Staff find support in navigating work/life balance, interpersonal communication, and are able to provide their input on improving operations and working environments. Customer Services staff also collaborate with the unions that represent TPL employees to resolve complex issues.

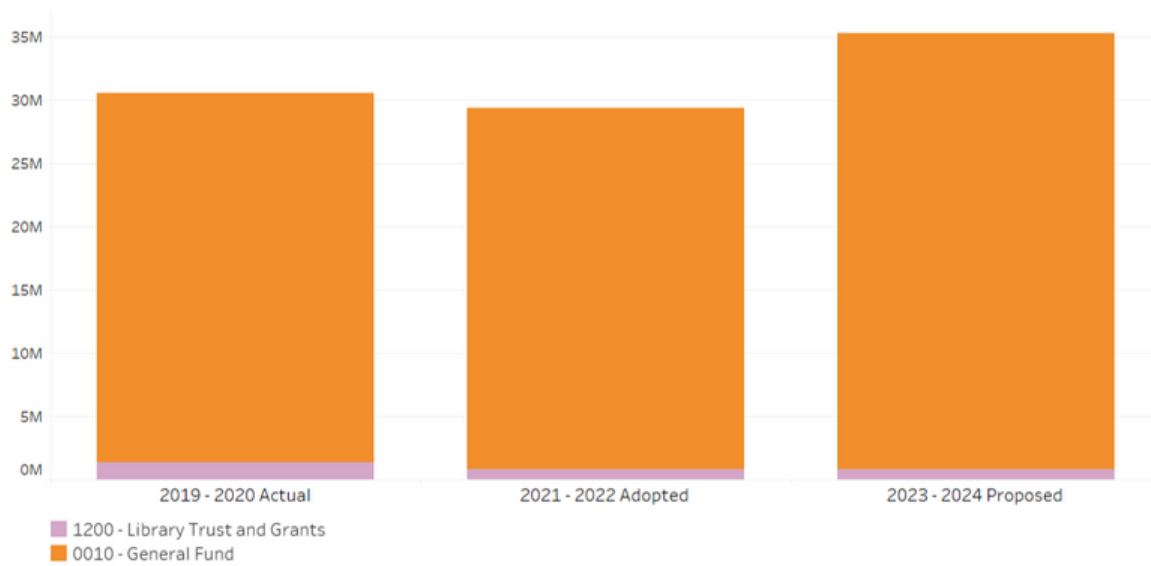
Neighborhood Engagement

Neighborhood Engagement includes the staff and resources dedicated to providing dynamic service at the eight neighborhood locations throughout the City as well as the Eastside Microlibrary. The Main Library is home to the Northwest Room local history archive as well as TPL's administrative offices. TPL proudly collaborates with organizations large and small throughout the region in order to provide high quality and relevant programs to its community.

Strategy

Strategy includes divisions that oversee core operations that sustain the organization over the long term. Core operations include leadership, facility and asset management, Information Technology, Racial Equity and Social Justice, Financial Services, Marketing and Communication, and Trustee Development.

Financial Overview: Financials by Fund

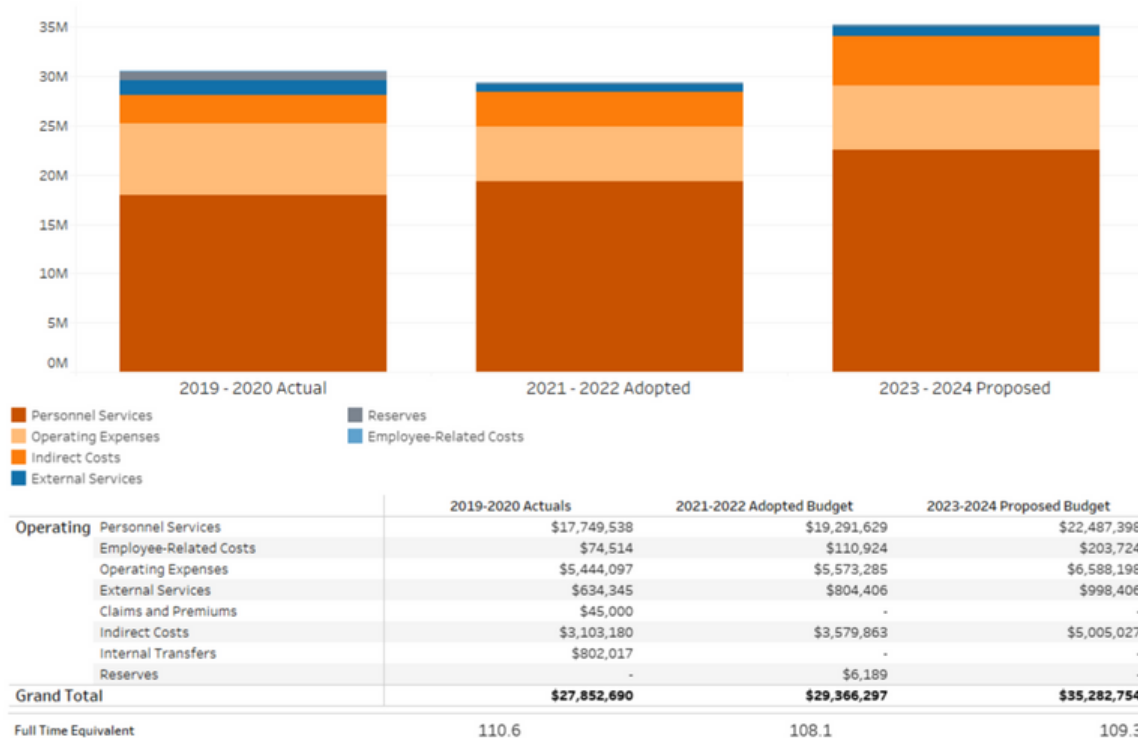


	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating 0010 - General Fund	\$27,036,615	\$28,571,808	\$34,460,671
1200 - Library Trust an..	\$816,075	\$794,489	\$822,083
Grand Total	\$27,852,690	\$29,366,297	\$35,282,754

Financials by Fund Summary

97% of Library's expenses reside in the General Fund, which is supported by four main revenue sources, Property Tax, Sales Tax, Business and Occupation Tax, and Utility Tax. A portion of Library's expenses are supported by their Special Revenue Fund (1200) and include sales of maps and publications—especially from the Northwest Room—Library Services, and Donations as well as interest gained from pooled investments.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Personnel Services, including wages and benefits, comprise **64%** of TPL's expenditures. In the 2023-2024 Proposed Budget, Personnel Services, Employee-Related Costs, and Operating Expenses increased due to the restoration of funding from the 2021-2022 response to the COVID 19 emergency and subsequent economic slowdown. Indirect Costs represent payments to the 5800-Internal Services Fund and pays for services provided by internal service departments. Indirect Costs increased in 2023-2024 due to updates to methodologies for sharing costs and changes in internal service costs.

Personnel Complement Changes (+1.2)

2021-2022 Adjustments & Baseline Corrections (-0.3)

- Converted 19 Pages into 4 Library Assistants through attrition (-3.3)
- Restored Program Coordinator (+1.0)
- Added Collection Development Librarian (+1.0)
- Added Library IT Analyst (+1.0)

2023-2024 Proposed Changes (+1.5)

- Add delayed start Behavioral Health Crisis Responder (+0.75)
- Add delayed start Safety Staff (+0.75)

Financial Overview: Financials by Program

Category	Division	Program	2023-2024 Proposed Budget
Operating	Access Services	Library Collection Materials	\$6,119,850
	Customer Service	Library Human Resources	\$956,122
	Neighborhood Engagement	Library Civic Engagement	\$71,179
		Library Community Engagement	\$453,775
		Library Learning Services	\$1,981,413
		Library Neighborhood Services	\$15,400,497
		Strategy	Library Asset Management
		Library Equity & Inclusion	\$582,466
		Library Financial Services	\$1,097,083
		Library Innovation	\$189,874
		Library IT	\$3,366,454
		Library Marketing & Communications	\$782,303
		Library Trustees Development	\$118,605
	Trust Funds	Library Automation Sinking	\$357,000
		Library G & G Hug Memorial	\$12,000
		Library Margaret Berger Memorial	\$50,000
		Library Marion C. Gibson Memorial	\$71,000
		Library Sundry Trust	\$34,083
		Library Trust Summer Reading	\$57,000
		Library Virginia Helen Marshall	\$234,000
		Library William Antes Memorial	\$7,000
Grand Total			\$35,282,754

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$27,852,690	\$29,366,297	\$33,653,831	\$1,628,923	\$35,282,754
Full Time Equivalent	110.6	108.1	107.8	1.5	109.3

2023-2024 Proposed Initiatives

Ongoing	Increasing Safety and Community Support in Libraries	325K
	Continue Library Software and Hardware Support	225K
One-Time	Indirect Costs	113K
	Restore Tacoma Public Library Materials Budget	700K
	Increasing Safety and Community Support in Libraries	10K
	Track and Report Library Data	64K
	Replace Library's Aging Burglary Alarms	50K
	Reduce Labor Budget through Vacancy Savings	(445K)
Grand Total		1,041K

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

** Reimagining Tacoma Public Library's Main Library (\$2.0M) is included in the non-departmental and capital budget.

Strategic Goals: 2021-2022 Initiatives

Accomplishments (For more, see Tacoma Public Library's 2021 Annual Report at Tacomalibrary.org)

Equity and Access Goal

- Suspended overdue fines in 2020 and made the policy permanent in 2021, totaling \$517,836.
- Started a cross-functional team of staff formed a Race, Equity, and Social Justice (RESJ) committee that put together curriculum for staff discussions with the goal of normalizing conversations about race.
- Expanded its mobile hotspot lending by partnering with the Foundation for Tacoma Students which increased TPL's hotspots from 50 to 100.
- Was awarded a \$250k grant from the Institute of Museum and Library Services to stand up the Community Archives Center which will create a national model for institutions in small and mid-sized urban areas seeking to improve the representation of marginalized groups in their historical archives.

Learning, Creativity, and Innovation Goal

- Added 24 podcast kits to its collection and provided ongoing workshops for new podcasters.
- In 2021 distributed 2,042 take-home program kits for families to explore world cultures and traditions, learn math, perform science experiments, and create art at home.

Investment in Youth Goal

- Continued the Summer Reading Challenge and held 153 events attracting 2,769 attendees. 608 participants completed the challenge.
- Partnered with the Tacoma Audubon Society, Metro Parks Tacoma, and Pierce County Library System to hold Poetry in the Park. This event posted signs throughout seven regional parks with classic nature poetry and local submissions around a nature theme and provided a unique experience for visitors to explore their parks and trails.

Cultivate and Engage Community Goal

- TPL welcomed Isabel Wilkerson as the author of "Caste", 2021's Tacoma Reads selection.
- In partnership with the Puyallup Language Program and the City of Tacoma Office of Arts and Cultural Vitality, TPL distributed more than 400 free yard signs featuring art from three local Indigenous artists in Lushootseed, the language of the Puyallup peoples.
- Tacoma Public Library partners with the Pierce County Auditor's Office, Pierce County Library System, and Puyallup Public Library to offer voter assistance on Election Days. At the libraries people may:
 - Register to vote
 - Update voter registration
 - Get a ballot and vote
 - Replace ballots that have been lost, damaged, or mis-marked
 - Get a voter's pamphlet

Responsible and Resilient Goal

- Installed new public computers and printers at all library buildings with more self-service features
- With the assistance of an ARPA grant from the Washington State Library, purchased 84 new public computing desks and chairs to improve flexibility and social distancing.
- Launched free print and copy quotas for up to \$5 per patron per week
- Retrofitted staff workspaces and public areas to accommodate physical distancing

Distribution: Materials Circulation and COVID-19 Response

- Physical materials circulation fell from 1.15M in 2019 to 452k in 2020, but rose again to 809k in 2021.
- E-materials circulation rose from 295k in 2019 to 397k in 2020 and even higher to a total of 411k in 2021.
- \$518k in fines were forgiven in 2021.
- 10,227 COVID-19 testing kits were distributed in 2021 and rose to 19,517 for the period between January and August 2022.

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Provide spaces that welcome all cultures, abilities, and communities
- Provide inclusive, friendly, and expert customer service
- Equip staff with the skills and support to meet the needs of Tacoma's diverse communities
- Prioritize resource allocation to support youth services
- Grow alliances with educational partners
- Demonstrate the role of libraries in Tacoma's thriving, multicultural communities
- Grow strong public and private support that positions the library as a model of sustainability, collaboration, and equitable practices
- Develop an Equity, Diversity, and Inclusion Plan that addresses race and social justice and focuses on serving Tacoma's marginalized communities

Community Goals

- Provide convenient access to library services
- Provide current and culturally relevant resources and services
- Expand learning opportunities for the community
- Provide resources that optimize the potential to learn, create, and innovate
- Expand learning opportunities for youth ages 0-24
- Provide resources and services that address unique needs and interests of youth in our diverse communities
- Identify successful partners to leverage and extend library services
- Extend services beyond library walls by partnering with community-oriented organizations
- Support the Tacoma 2025 vision of equity, economy, education, livability, and civic engagement
- Provide services for culturally diverse and vulnerable communities

Racial Equity Action Plan (REAP) Goals

- Create workplace culture where racial equity and inclusion is valued, operationalized, and rewarded.
- Increase partnership opportunities with organizations that provide services to BIPOC communities
- Ensure library materials (physical and digital) reflect BIPOC interests and needs

For more, see the Tacoma Public Library's Strategic Plan at [Tacomalibrary.org](https://tacomalibrary.org)

Municipal Court

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Promote public safety, administer justice, and protect individual rights in an efficient, safe, accessible environment while fostering respect for the law and society. The Tacoma Municipal Court is a statutorily created court of limited jurisdiction.

Department Overview: General Summary

General Summary

The Municipal Court acts as the judicial branch of the City government. It enforces aspects of the City Code, including criminal offenses, parking infractions, and traffic violations. The Municipal Court's administration is managed by the Municipal Court Judges.

Criminal Operations

Criminal Operations manages adjudication for misdemeanor and gross misdemeanor criminal cases including arraignments, pre trials, and jury trials. This division also monitors for sentence compliance with recommended substance abuse, domestic violence, and mental health treatments. It also receives fine and restitution payments.

Parking Infraction Operations

Parking Infraction Operations handles adjudication for parking violation cases. The division monitors compliance with case conditions as well as payment of penalties. It also sends resolution information including notices such as failure to appear, respond, or pay the Department of Licensing.

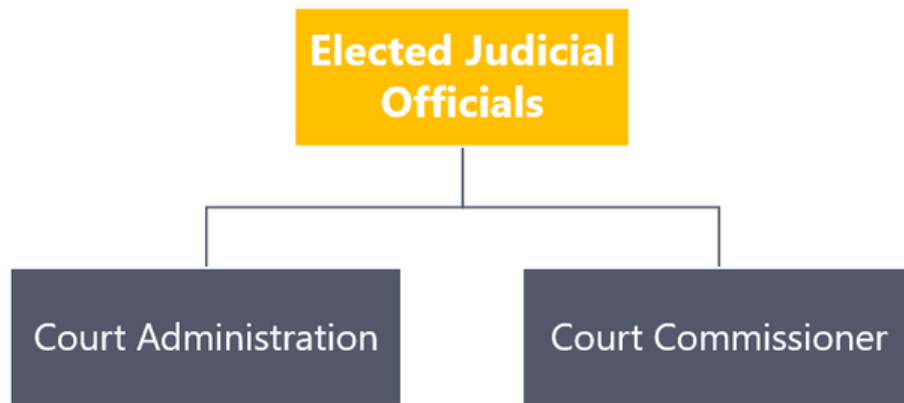
Therapeutic Courts - Mental Health and Community Court

The mission of the Tacoma Municipal Therapeutic Courts (Mental Health Court and Community Court) is to build stronger and safer neighborhoods by providing accountability and helping individuals involved in the criminal justice system; to reduce and address the quality-of-life offenses by taking a holistic approach that promotes health, well-being, and safety of our community. Our goal is to help participants get re-established in the community; improve skills and self-sufficiency; reduce cycle of addiction and recidivism; and help restore and reunite families. Our plan is to target those within the community who are at a substantial risk for reoffending or who have struggled to succeed in less-intensive supervision programs.

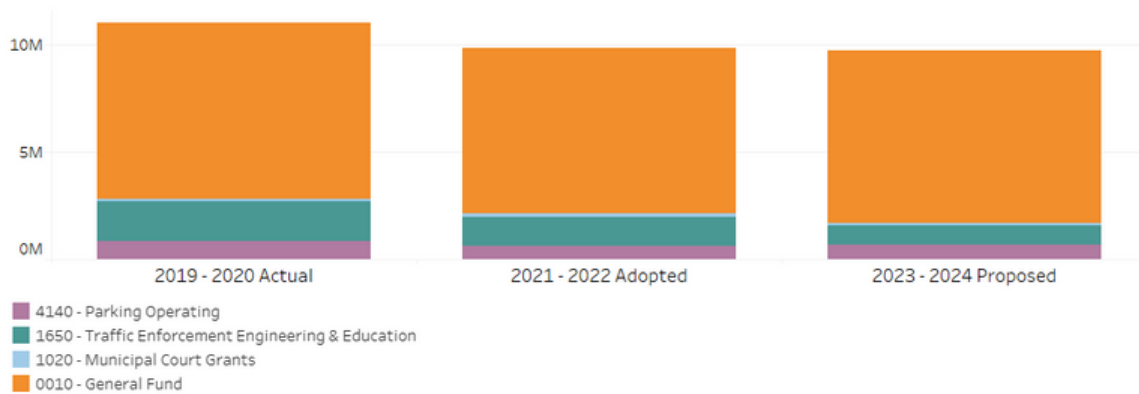
Traffic Infraction Operations

Traffic Infraction Operations handles moving vehicle violations and camera-enforced citations. This division monitors compliance with case conditions as well as payment of penalties. It also sends resolution information including notices such as failure to appear, respond, or pay the Department of Licensing.

Department Overview: Key Function Organizational Chart



Financial Overview: Financials by Fund

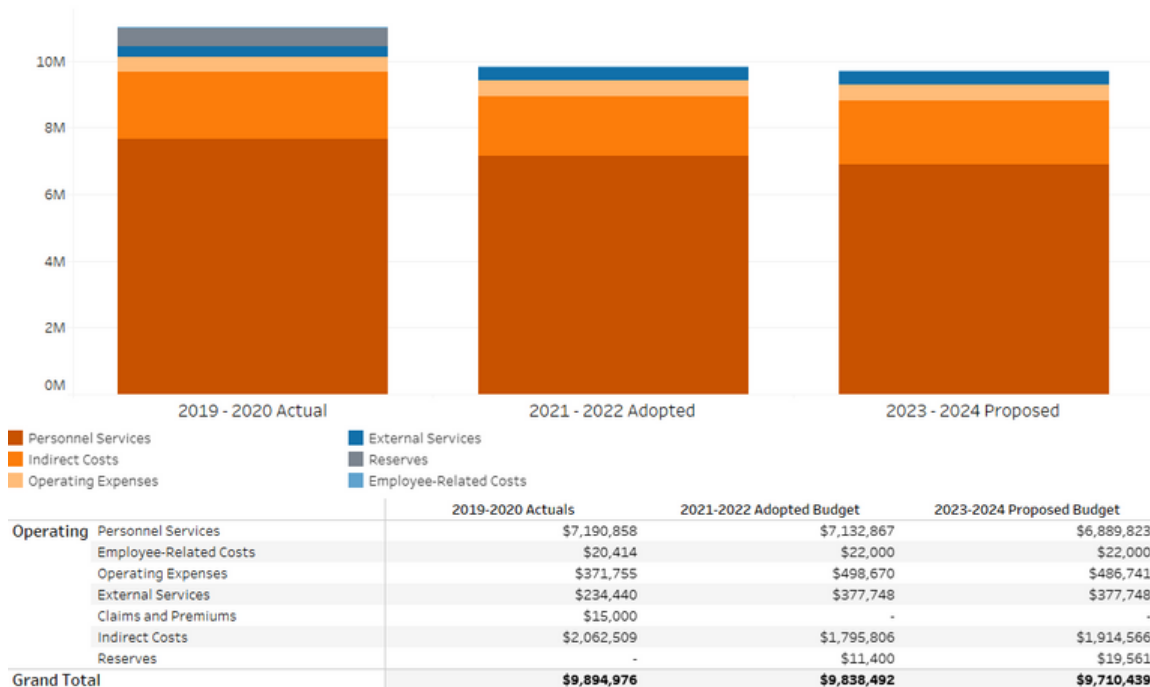


	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
0010 - General Fund	\$7,477,044	\$7,727,499	\$8,003,090
1020 - Municipal Court Grants	\$99,020	\$170,399	\$146,500
1650 - Traffic Enforcement Engineering & Education	\$1,606,572	\$1,309,302	\$886,720
4140 - Parking Operating	\$712,339	\$631,293	\$674,130
Grand Total	\$9,894,976	\$9,838,492	\$9,710,439

Financials by Fund Summary

The General Fund is the primary source of the Municipal Court's funding, constituting 82% of the overall expenditure budget. The Municipal court also collects Fines & Forfeitures revenues from the Traffic Enforcement fund (Fund-1650) and the Parking Operating fund (Fund 4140). In 2023-2024, both funds are planned to support 16% of the Municipal Court's expense budget. Fund 1020 - Court Special Revenue is funded through grants received from the State of Washington. In 2023-2024, the special revenue fund plans to support 2% of the Department's expenditure budget. The Department has received additional grants, including a Therapeutic grant and a Community Justice Counselor grant, expiring by the end of June 2023.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Personnel Services are comprised of expenditures for wages and benefits for the Municipal Court Judges, Court Clerks, and administrative staff at the Court. Personnel services in the 2022-2023 Proposed Budget decreased by 3% compared to 2021-2022 Adopted Budget. This is due to an office reorganization started during the 2021-2022 biennium. Operating Expenses decreased by 2% mainly due to credit card discount fees and Cellular Phone Usage. The External Services budget remains the same as the previous biennium. Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2023-2023 by 7% mainly due to increased cost of Rents, indirect costs from IT and the Human Resource Department.

Personnel Complement Changes

2021-2022 Adjustments & Baseline Corrections (-2.8 FTE)

- Reduce Court Clerk position to 0.5 FTE (-0.5)
- Eliminate Court Clerk positions (-4.0)
- Add Court Clerk position to 0.7 FTE (+1.4)
- Reduce Court Clerk position to 0.7 FTE (-0.3)
- Reduce Court Clerk positions to 0.8 FTE (-0.4)
- Add Court Clerk positions (+2.0)
- Eliminate Court Clerk position (-0.7)
- Eliminate Court Commissioner position (-1.0)
- Add Court Commissioner position (+1.0)
- Reduce Court Operations Supervisor to 0.7 FTE (-0.3)

2023-2024 Proposed Changes (0.0 FTE)

No changes were made or proposed.

Financial Overview: Financials by Program

Category	Division	Program	2023-2024 Proposed Budget
Operating	Municipal Court	Criminal Operations	\$8,149,590
		PWP Municipal Court	\$674,130
		Traffic Infraction Operations	\$886,720
Grand Total			\$9,710,439

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$9,894,976	\$9,838,492	\$9,664,712	\$45,728	\$9,710,439
Full Time Equivalent	36.3	27.7	24.9	0.0	24.9

2023-2024 Proposed Initiatives

One-Time	Contribution to Reserves	20K
	Indirect Costs	29K
Grand Total		48K

*Initiatives totals may not match due to labor assumptions, internal service costs, or contributions to reserves.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- COVID-19 Response continued to include virtual court hearings (ZOOM), telework schedules, safety measures upgraded in all areas of TMC to include: PPE (masks, gloves, hand sanitizer, disinfectant spray/wipes) for all court staff. Court remained open as an essential service to the public.
- Tacoma Pierce County Bar Association (TPCBA) – received the innovative measures award for COVID-19 safety efforts during the pandemic.
- Washington State Administrative Office of the Courts (AOC) – grant funding received in the amount of \$246,881.00 for Therapeutic Courts Project.
- Office of Public Defense - grant funding received in the amount of \$94,000 for public defender services for the years 2022-2023.
- Washington State Administrative Office of the Courts (AOC) selected Tacoma Municipal Court as a pilot court for the Courts of Limited Jurisdiction Case Management System (CLJ-CMS) for the State of Washington.
- American Rescue Plan Act (ARPA) – grant funding approved in the amount of \$246,000 for the purposes of ADA front counter upgrade, CLJ-CMS technology support.
- Coronavirus Aid, Relief, and Economic Security Act (CARES) – grant funding received in the amount of \$69,759.
- Washington State Administrative Office of the Courts (AOC) – grant funding received in the amount of \$604,675 for the therapeutic courts project.
- Language Access Plan (LAP) finalized and approved by the Washington State Administrative Office of the Courts (AOC) - the court will receive 50% of the interpreter costs for the time of interpreting.

Issues or Considerations

Reduced staffing, eliminated 8.6 positions in 2021-2022 Adopted Budget.

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- COVID-19 Response to include continued measures toward overall health and safety of the staff and public we serve.
- Improved Technology to include participation in all aspects of the CLJ-CMS project - ARPA funding.
- Re-design front counter space to allow for ADA and other accommodations - ARPA funding
- Focus on those within the community who are at a substantial risk for reoffending or who have struggled to succeed in less-intensive supervision programs through Therapeutic Courts

Racial Equity Action Plan (REAP) Goals

- In alignment with the City of Tacoma's Racial Equity Action Plan (REAP) Goals, the Tacoma Municipal Court will continue to work on fine-tuning the court's current REAP plan through internal training and education.
- The court is currently working on finalizing a Language Access Plan specific to Tacoma Municipal Court with the assistance of the Washington State Administrative Office of the Courts.
- Increased in-person staff training opportunities.

Neighborhood and Community Services

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

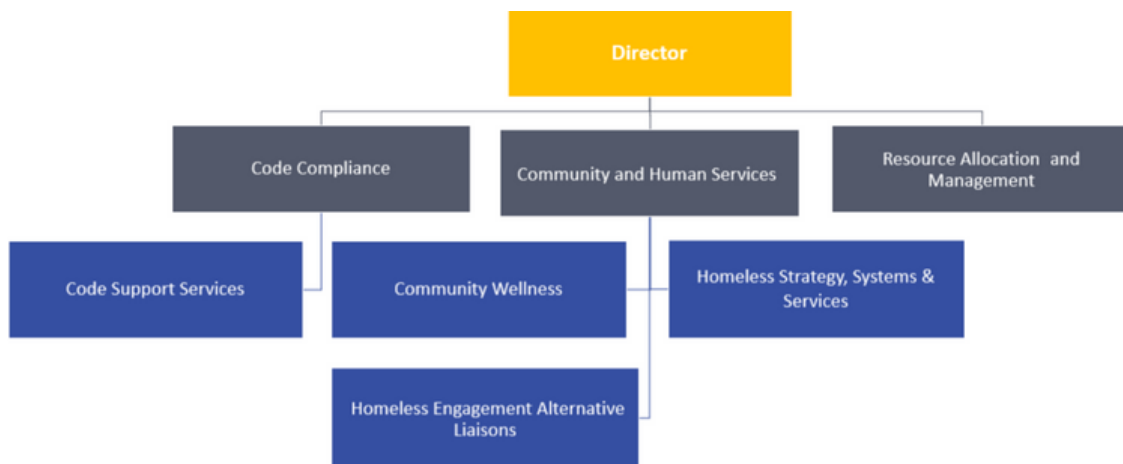
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Develop and implement innovative approaches to address the City's most challenging issues and improve the quality of life for all Tacoma residents, through community partnerships and problem-solving, equitable and proactive code compliance, and data-informed service investments that recognize and address racial disparities.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

Code Compliance

Code Compliance protects the health, safety, and welfare of the public by ensuring that property owners maintain compliance with the Tacoma Municipal Code. In addition, Code Compliance implements proactive and equitable strategies that recognize and address the diversity of need in our community.

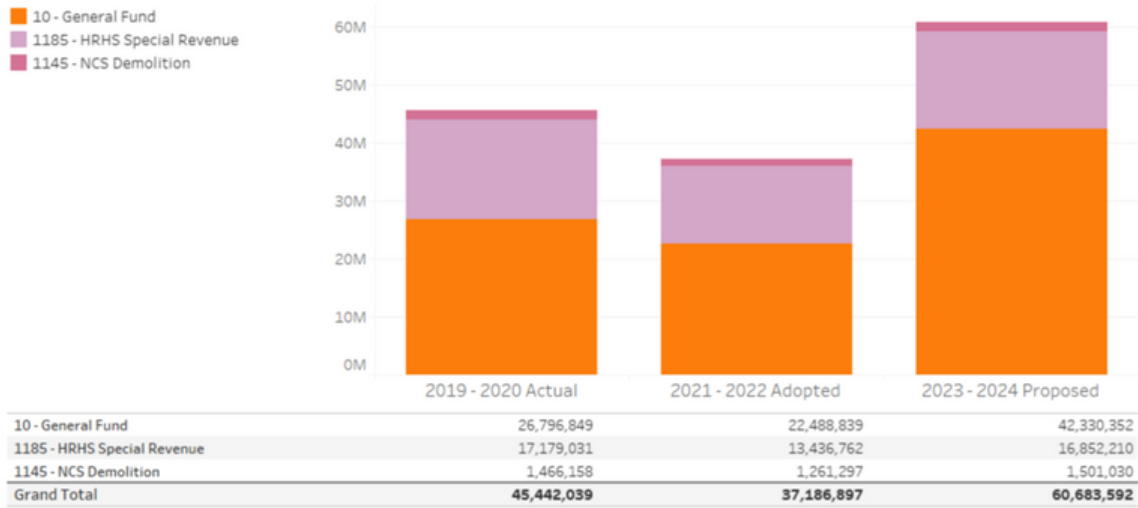
Community and Human Services

Community and Human Services facilitates inclusive community partnerships and funds services that reduce racial disparities, increase knowledge of and access to City services, reduce neighborhood blight, and build self-sufficiency for residents across all sectors of Tacoma. This includes managing strategies for addressing homelessness, youth and young adult violence prevention, and domestic violence services.

Resource Allocation and Management

Resource Allocation and Management administers the allocation and oversight of public investments intended to build a strong, healthy, and resilient community through robust data management and ongoing stakeholder engagement.

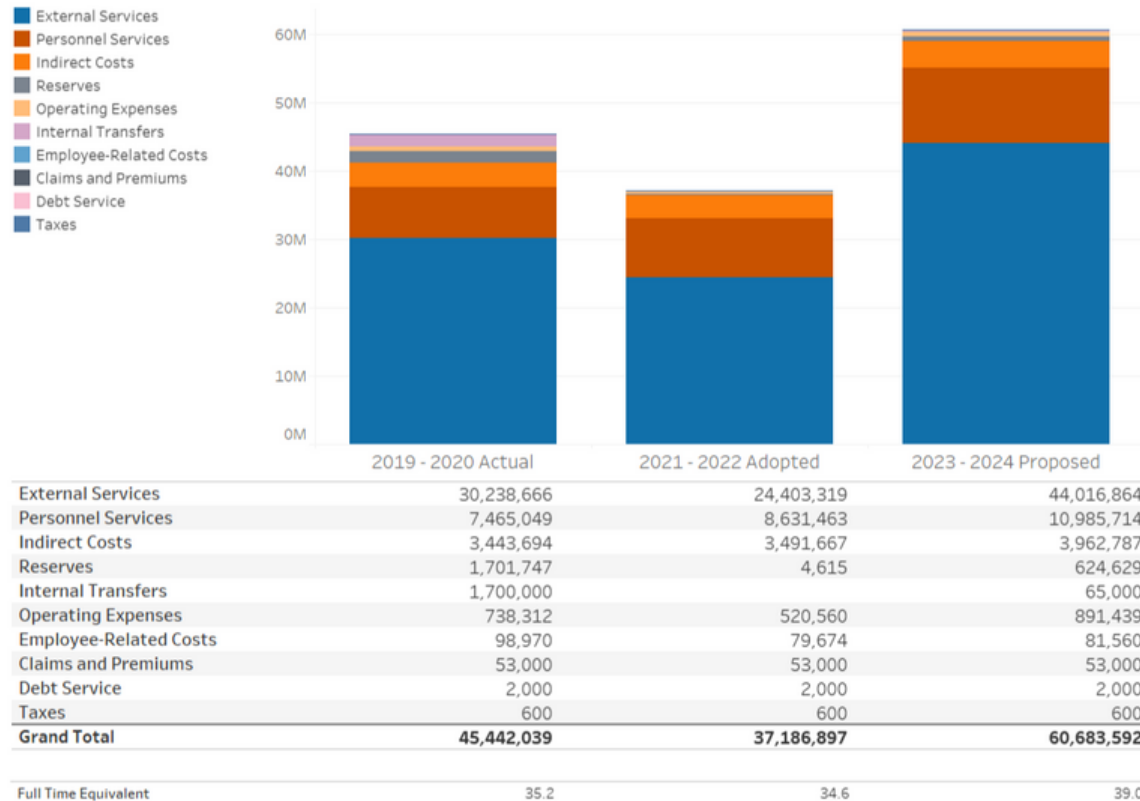
Financial Overview: Financials by Fund



Financials by Fund Summary

The General Fund makes up 60% of Neighborhood and Community Services Department. The 88% increase in the General Fund from 2021-2022 to 2023-2024 is due to one-time initiatives for sheltering and food insecurity needs. The next largest funding source is Fund 1185 - Human Services, which 90% is supported by the Mental Health and Substance Use Disorder Sales Tax. Fund 1145 – NCS Demolition is a dedicated fund for Building Compliance and Nuisance Compliance.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Neighborhood and Community Services' budget is comprised mainly of External Services spending for contracts with service providers, non-profits, and community partners to provide a wide variety of community and human services. These include, but are not limited to, code compliance/property abatement, domestic violence, educational support, encampment response, financial empowerment, food insecurity, health and health care, housing, graffiti, seniors, sheltering, site reclamation, youth development, and youth and young adult violence reduction.

The 2023-2024 budget reflects an 80% increase in External Services made in response to increased funding for sheltering and food insecurity needs. Personnel Services and Employee-Related Costs reflect total compensation, training, and professional development for 39 Full Time Equivalents (FTEs). Personnel changes include but are not limited to adding two positions to the Homeless Engagement Alternatives Liaison (HEAL) Team and one Contract & Program Auditor, as well as both adding and eliminating one Community Safety Management Analyst position that was never filled.

The 2023-2024 budget also reflects a 12% increase in indirect costs due to increased costs and investments in shared services.

Personnel Complement Changes

2021-2022 Adjustments & Baseline Corrections (+2.44)

- Added Contract & Program Auditor and reallocated partial Program Technician from Community and Economic Development (+1.44)
- Added Homeless Engagement Alternatives Liaison (HEAL) Team Lead Program Development Specialist (+1.0)

2023-2024 Proposed Changes (+2.0)

- Add Program Development Specialists for HEAL Team (+2.0)



Financial Overview: Financials by Program

Category	Division	Program	2023-2024 Proposed Budget	
Operating	Community Wellness	Co-responder Program	\$615,296	
		Community Engagement	\$987,078	
		DOJ/ JAG grant	\$606,000	
		Domestic Violence Services	\$1,354,507	
		Educational Support Services	\$642,790	
		Enhance Equitable food access	\$510,287	
		Gen Fund Youth Development	\$732,204	
		Health and Health Care	\$5,821,150	
		Neighborhood Blight Reduction	\$86,564	
		Rapid Graffiti Removal	\$102,058	
		Senior Wellness and Senior Centers	\$1,764,233	
		Youth and Young Adult Violence Reduction	\$1,213,618	
		Youth Development	\$1,166,272	
		Compliance	Building Compliance	\$631,122
			Nuisance Compliance	\$869,908
	Property Compliance		\$3,952,549	
	Homeless Services	Complementary Services	\$886,544	
		Encampment Administration	\$392,078	
		Encampment Outreach	\$805,943	
		Homelessness Outreach Services MHCD	\$1,255,150	
		Homelessness Prevention GF	\$1,007,988	
		Homelessness Prevention MHCD	\$1,111,801	
		Housing Services	\$2,124,357	
		Permanent Supportive Housing	\$39,051	
		Sheltering	\$67,770	
		Sheltering - Domestic Violence	\$221,465	
		Sheltering - Emergency Shelters	\$15,729,162	
		Sheltering - Family	\$569,388	
		Sheltering - Single Adult	\$5,175,259	
		Sheltering - Temporary Shelters	\$3,129,435	
		Sheltering - Youth and Young Adult	\$1,003,649	
		Sheltering Domestic Violence	\$127,165	
		Site Reclamation	\$448,458	
		Resource Allocation and Management	Committees & Commissions Support	\$66,159
			Contract & Data Management	\$2,272,528
	NCS Administration		\$2,939,769	
	Neighborhood Councils		\$177,095	
	Tracks all NCS misc grants and donations		\$77,742	
Grand Total			\$60,683,592	

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- Code Compliance
 - Shifted to Education/Early Intervention vs. Penalties/Fines
- Community and Human Services
 - Added 166 shelter units with an additional 85 anticipated by the end of 2022
 - Increased funding to address food insecurity
 - Redesigned Youth/Young Adult Violence Prevention Programs
- Resource Allocation and Management
 - Leveraged Special Revenue and General Fund Resources to Maximize Benefits to the Community

Issues or Considerations

- Address and mitigate impacts of homelessness
- Implement youth and young adult violence reduction assessment strategies
- Reinvigorate and diversify participation in neighborhood councils
- Transform service delivery
- Allocate resources to reflect equity and data-driven decision making

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$41,786,788	\$37,186,897	\$42,217,290	\$18,466,302	\$60,683,592
Full Time Equivalent	35.2	34.6	37.0	2.0	39.0

2023-2024 Proposed Initiatives

Ongoing	Enhance Homeless Engagement and Alternatives Liaison Team	526K
	Expand Tacoma Rescue Mission Shelter Project Operating Cost	300K
	Maintain Funding for the Health Pool	220K
One-Time	Contribution to Reserves	625K
	Maintain Emergency & Temporary Shelter Capacity	10,493K
	Indirect Costs	62K
	Expand Tacoma Rescue Mission Men's Shelter Project	3,500K
	Expand Emergency & Temporary Shelter Capacity	1,800K
	Enhance Homeless Engagement and Alternatives Liaison Team	65K
	Maintain Food Insecurity Service Levels	500K
	Maintain Funding for the Private Property Encampment Abatement Pilot Program	200K
	Maintain Essential Expenditures Supporting Operations of Crystal Judson Family Justice Center	151K
	Enhance Internal and External Capacity Building to Support the City's Transformation Efforts	150K
	Maintain Shelter Training Academy	136K
	Enhance Funding for the Yard and Resources for Elderly and Disabled (YARD) Pilot Program	75K
	Reduce General Fund External Contracts Budget	(275K)
Grand Total		18,528K

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Reduce the timeframe of case resolution from initial case reporting to compliance/case closure by 35%
- Increase the on-time completion rate of 311s related to homelessness to 60%
- Reduction in recidivism of youth and young adult violence reduction program participants by 50%
- Decrease the average stay of clients in shelter by 25%, and eliminate the disproportionality of people of color experiencing homelessness by 2025

Racial Equity Action Plan (REAP) Goals

- NCS will thoughtfully invest in resources* and provide assistance to stakeholders to reduce systemic disparities throughout Tacoma.
 - *Resources: i.e., funding, materials, social capital (Ex: engagement, outreach, communications with providers, staff, and community members, etc.)
- NCS will utilize an inclusionary lens and will implement inclusionary practices to cultivate a sense of belonging for all staff members.

Non-Departmental

DEPARTMENT OVERVIEW: General Summary

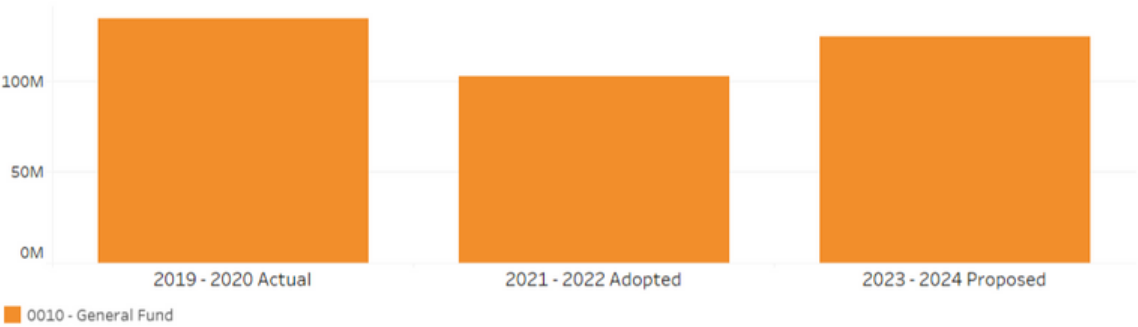
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

Department Overview: General Summary

The Non-Departmental budget category is used for items that cannot clearly be associated with an existing program area or department, and where it does not make sense to create a new program area in an existing department. These items include debt service payments, transfers, some pension costs, and other miscellaneous expenditures. Non-Departmental activity is tracked in the General Fund.

Non-Departmental may also be used in cases in which conflicts of interest may occur. For example, some monies require clear separation from their departments, such as paying for the City’s contract with the Department of Assigned Counsel and Pierce County Jail. In these cases, the Non-Departmental area will hold and track those expenses.

Financial Overview: Financials by Fund

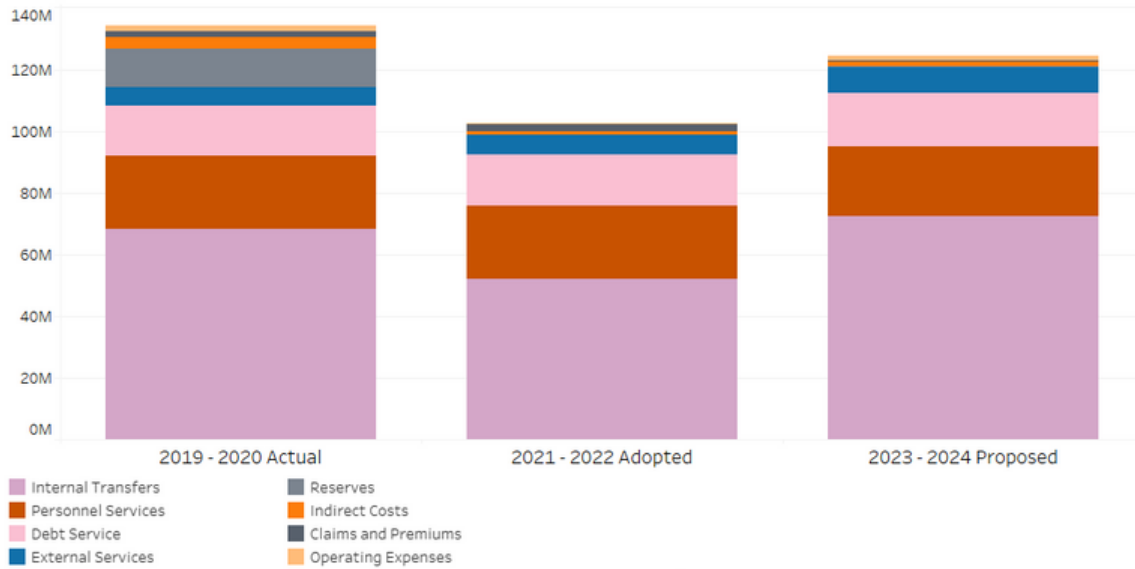


	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
0010 - General Fund	\$111,150,462	\$102,627,586	\$124,167,259
Grand Total	\$111,150,462	\$102,627,586	\$124,167,259

Financials by Fund Summary

The Non-Departmental category is funded by the General Fund. Non-Departmental expenditures increased in conjunction with increased payments for transfers to City departments and programs as well as outside agencies and contracts. For a detailed explanation, please see the Financials by Category and Financials by Program below.

Financial Overview: Financials by Category



		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating	Personnel Services	\$17,873,742	\$23,854,864	\$22,727,509
	Operating Expenses	\$486,401	\$260,000	\$1,378,514
	External Services	\$5,847,886	\$6,403,757	\$8,677,263
	Claims and Premiums	\$2,016,648	\$2,336,200	-
	Debt Service	\$16,602,315	\$16,497,569	\$17,424,185
	Indirect Costs	\$1,308,510	\$1,336,019	\$1,795,769
	Internal Transfers	\$67,014,960	\$51,939,177	\$72,164,019
Grand Total		\$111,150,462	\$102,627,586	\$124,167,259

Financials by Cost Category Summary

Non-Departmental expenditures are typically not associated with a particular City department. Some of the expenditures include Contributions & Transfers to outside agencies such as Metro Parks Tacoma and the Puget Sound Clean Air Agency. In other cases, expenses must be separated from the main department—the Department of Assigned Counsel, for example, must be managed outside the City Attorney’s Prosecution Office.

Some expenses include the City’s jail contract (\$9.2 million), a transfer to the Permit Fund (\$1.5 million), and a transfer to the Performing Arts (\$2.5 million), as well as a transfer increase to programs such as City Streets and the Streets Initiative (\$31 million). Other increases include funds for extending Participatory Budgeting to Districts 1, 3, and 5 (\$3.05 million) after Districts 2 and 4 were funded in 2021, and a capital investment for the Asia Pacific Cultural Center. Personnel Services are for public safety legacy pension costs. Finally, the Non-Departmental area handles several of the City’s debt obligations.

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget
Operating	Infrastructure	Non-Dept Infrastructure	\$41,814,996
	Administrative Budget Transfers	Non-Dept Benefits	\$27,221,386
	Contribution to Other Funds	Non-Dept Debt Service	\$17,434,487
	Contribution to Outside Agency	Non-Dept Admin External Contributions	\$14,229,860
	Community Programs	Non-Dept Community Programs	\$11,250,606
	Community Safety	Non-Dept Community Safety	\$9,883,500
	Environmental	Non-Dept Environmental	\$1,908,836
	Non-Departmental	Non-Dept Administrative Costs	\$423,587
Grand Total			\$124,167,259

Financial Overview: Proposed Initiatives

2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
\$111,150,462	\$102,627,586	\$120,463,354	\$3,703,905	\$124,167,259

2023-2024 Proposed Initiatives

Ongoing	Establishes a vacancy projection for General Fund positions (excluding Fire, Police, and Library)	(1,500K)
One-Time	Capital Initiatives	(3,200K)
	Acquire Land or Existing Buildings for Development/Redevelopment into Affordable Housing	2,500K
	Indirect Costs	(23K)
	Extend Participatory Budgeting to Districts 1, 3, and 5	3,050K
	Invest in Asia Pacific Cultural Center (APCC) Capital	1,250K
	Expand Site Reclamation	600K
	Establish Electrical Vehicle (EV) Charging and E-Bike Matching Fund for Low Opportunity Neighborhoods	150K
	Improve Neighborhood Cooling & Air Quality Relief Centers Access	100K
	Develop Community-Informed Climate Emergency Communication Plan	50K
	Support City Charter Review	100K
	Provide Wildfire Smoke Filter Fans for At-Risk Residents	60K
	Study Residential Climate Emissions Reduction Best Practices	30K
	Reduce Council Contingency Funding	(50K)
Grand Total		3,117K

Planning & Development Services

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

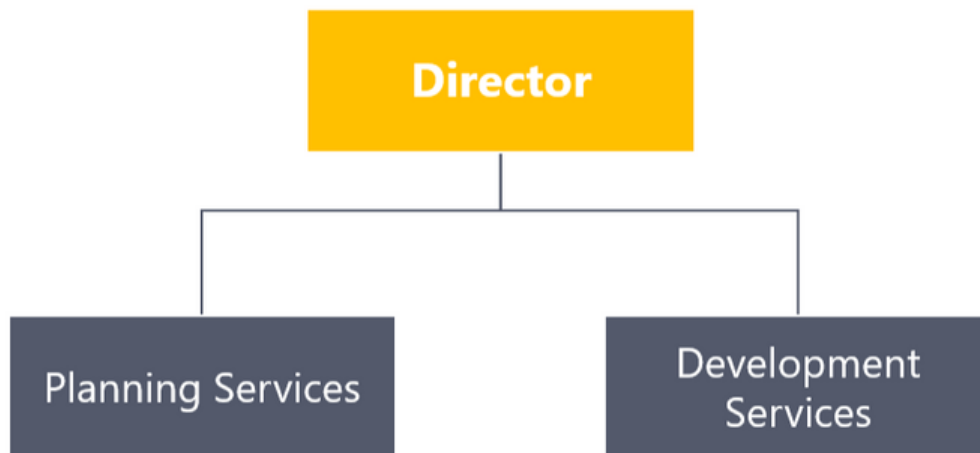
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Partner with the community to build a livable, sustainable, and safe city by providing strategic, timely, predictable, and cost-effective planning and development services with a culture focused on community engagement, customer service, creativity, accountability, and continuous improvement.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

Planning Services

Planning Services manages and processes amendments to the City's Comprehensive Plan and Land Use Regulatory Code and conducts policy and planning analysis relating to the development of land use, regulations and policy. The Division is also responsible for providing coordination with state and regional planning agencies to ensure consistency and compliance with the Washington State Growth Management Act (GMA), Puget Sound Regional Council Vision 2040, Shoreline Management Act (SMA), State Environmental Policy Act (SEPA), and Pierce County Countywide Planning Policies. Planning Services provides staffing support to the Planning Commission and the Landmarks Preservation Commission.

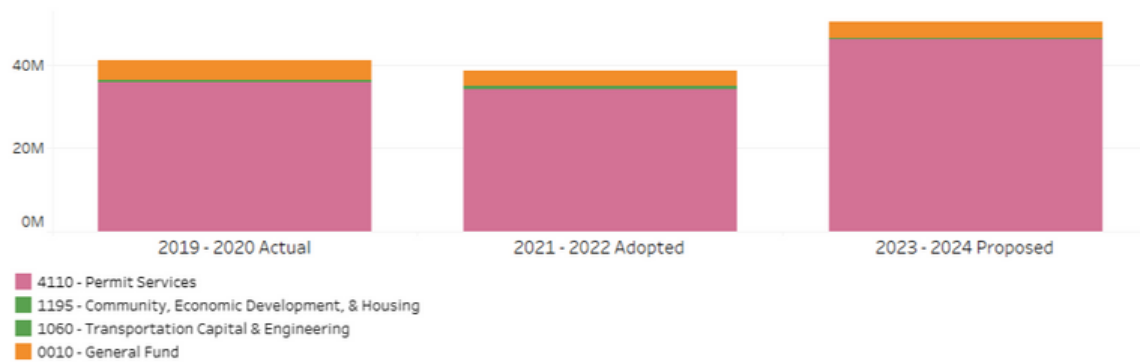
The Urban Design Studio within this Division works with the community, development partners, and other departments and agencies to advance the design quality of places citywide. The program's mission is to build upon Tacoma's unique setting and history, its special character and its changing populations, to elevate the quality of public and private spaces and create a more vibrant, livable, walkable, and sustainable city. The program oversees a design review process and works to translate visions and ideas into policy, objectives, guidelines, and projects to fulfill community-supported design.

The Historic Preservation Office within this Division oversees the designation of historic properties, historic and conservation districts, and administers land use regulations relating to the design, demolition, and construction of historic properties in the city. The Historic Preservation Office also provides and coordinates informational and educational programming to expand community awareness of historic sites, highlight the importance of heritage, and promote the role of historic preservation in community identity.

Development Services

Development Services coordinates development permitting processes, from concept to certificate of occupancy, for all residential and commercial construction projects. Over the past biennium, Development Services has been enhanced to include a more robust pre-application and permit coordination function. Development Services has also added permitting services of Street Occupancies and special events to its services. In January 2019, the Site Development group, responsible for the review and inspection of onsite infrastructure and utilities, was formally integrated into Planning and Development Services' financial and organizational structures. The "one-stop project services shop" provides streamlined services by proactively coordinating development related functions of Building, Land Use, and Site reviews. Functions include application services, site plan review, building plan review, permitting, and inspections.

Financial Overview: Financials by Fund



		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating	0010 - General Fund	\$3,420,299	\$3,858,577	\$4,031,187
	1060 - Transportation Capital & Engineering	(\$4,846)	-	-
	1195 - Community, Economic Development, & Housing	\$658,511	\$695,900	-
	4110 - Permit Services	\$28,841,158	\$34,140,167	\$46,307,549
Non-Operating	1060 - Transportation Capital & Engineering	\$5,877	-	-
Grand Total		\$32,921,000	\$38,694,644	\$50,342,736

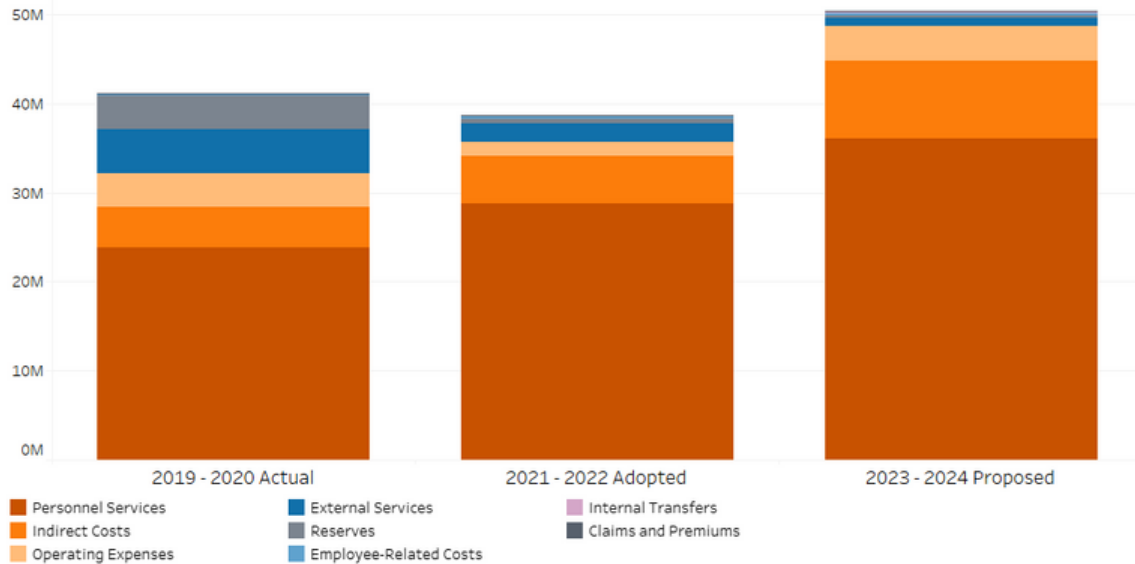
Financials by Fund Summary

Planning and Development Services (PDS) is funded primarily through fees, tracked in the Permit Services Fund (4110). These fees include building, site development, and land use fees. The Department—primarily, though not exclusively, the Planning Services division—is also supported by the General Fund.

The 2023-2024 Proposed Budget includes fee increases and therefore higher planned revenues in Fund 4110. These increases are in line with inflationary costs that have affected the broader economy. In addition, PDS plans to utilize beginning cash balances that have accumulated over the past several years, also accounting for an increase in planned revenues. These balances have accumulated due to favorable development conditions that have yielded higher-than-expected fee collections. In 2019, the Site Development Group moved into the Department. This shift brought some funding for the Site Development Group from the Environmental Services Department. These revenues are also in Fund 4110.

The General Fund supports the Planning Services division of PDS. These functions—including code development, neighborhood planning efforts, sub-area planning, support for the Planning Commission, the Urban Design Studio, among others—are therefore supported by general tax collections that support the General Fund. The planned revenues for this division have fluctuated along with the general economic pressures influencing the General Fund. Finally, Fund 1195 tracks any grants the Department receives from the State or Federal government. There are fewer planned grants in the 2023-2024 Proposed Budget than prior bienniums.

Financial Overview: Financials by Cost Category



		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating	Personnel Services	\$24,176,722	\$28,780,034	\$36,061,517
	Employee-Related Costs	\$119,226	\$261,257	\$286,274
	Operating Expenses	\$1,773,067	\$1,549,227	\$3,821,455
	External Services	\$1,800,679	\$2,061,928	\$1,010,256
	Claims and Premiums	-	\$2,000	-
	Debt Service	\$178,777	-	-
	Indirect Costs	\$4,733,474	\$5,323,557	\$8,765,675
	Internal Transfers	\$133,176	\$133,710	\$249,300
	Reserves	-	\$582,932	\$144,258
Non-Operating	Personnel Services	\$5,831	-	-
	Operating Expenses	\$21	-	-
	Taxes	\$25	-	-
	Indirect Costs	-	-	-
Grand Total		\$32,921,000	\$38,694,644	\$50,342,736
Full Time Equivalent		91.9	103.3	112.6

Financials by Cost Category Summary

Personnel Services is the largest expenditure category in the Department. These expenditures pay for employee wages and benefits. Increases are primarily due to added positions to support increased permit activity. Operating Expenses include support for overall departmental operations such as equipment expenses, postage expenses, and other office expenses. The increase in this category is driven by a one-time project related to the electrification of the PDS permit vehicle fleet. Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2023-2024 due to increased costs and investments in shared services, as well as a change in Permitting Software that is now primarily managed by the Information Technology Department.

Personnel Complement Changes (+9.3)

2021-2022 Adjustments & 2023-2024 Baseline (+11.0)

- Added Administrative Assistant (+1.0) for support of Planning Commission meetings
- Added Development Specialist I (+1.0) to provide residential development support and Permit application support
- Eliminated Environmental Specialist (-1.0)
- Eliminated Office Assistant (-1.0)
- Eliminated Management Analyst II (-2.0)
- Added Planners to provide neighborhood planning services (+3.0)

- Engineer Reclassifications (+8.6)
- Permit Specialist (+1.0)
- Plans Examiner II (-1.0)
- Plans Examiner III (+1.0)

2023-2024 Proposed Changes (-1.7)

- Development Specialist II (holding vacant 1st half of 2023) (-0.25), reclassified principal engineer (above)
- Senior Engineer (holding vacant 1st half of 2023) (-0.25) for residential development services
- Added Senior Engineer (+1.0) for commercial building services
- Senior Planner (holding vacant 1st half of 2023) (+0.25) reclassified engineering office coordinator (above)
- Received support from Public Works Senior Human Resources Analyst (+0.3)
- Natural Resource Specialist I (holding vacant 1st half of 2023) (+0.25) for natural resources services

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget
Operating	Development Services	Site Development	\$7,119,201
		Building Development	\$5,697,734
		PDS Land Use	\$4,317,843
		Site and Building Development Support	\$3,767,211
		PDS Permit Services	\$2,970,121
		Application Services	\$2,451,574
		Partnership Infrastructure Developm..	\$2,087,889
		PDS Legacy Natural Resources	\$1,885,656
		Permit Compliance	\$1,237,256
		Fire Protection	\$1,103,298
		PDS Legacy Emergency Preparedness	\$1,009,600
		Traffic and Right-of-Way Support	\$441,098
		PDS Legacy Technology	\$214,120
		General Inquiries/Community Engage..	\$40,823
		PDS Wetlands Mitigation	\$3,912
		In Lieu of Shoreline Public Access	\$2,628
	Closed Cost Centers	Residential Right of Way Permits	\$6,387,655
	Dedicated Fees	PDS Technology	\$2,371,304
		PDS Emergency Preparedness	\$224,689
		PDS Natural Resource Protection	\$10,528
	Administrative Services	PDS Administration	\$1,973,258
		PDS Reserve	\$108,712
		Administration Planning Services	\$41,736
Grand Total			\$50,342,736

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$32,921,000	\$38,694,644	\$46,994,633	\$3,348,103	\$50,342,736
Full Time Equivalent	91.9	103.3	114.3	(1.7)	112.6

2023-2024 Proposed Initiatives

Ongoing	Transition Permitting Program to Information Technology Department	(711K)
	Adjust Staffing to Prioritize Affordable Housing Projects	288K
	Continue Neighborhood Planning Program Past 2024	0K
	Move Position from Long Range Planning to Current Planning	0K
	Move Staff to Neighborhood Planning Program	0K
	Move Staff to Urban Design Program	0K
	Adjust Labor Distributions for Engineering Staff to Align with History	99K
One-Time	Contribution to Reserves	144K
	Indirect Costs	1,306K
	Decarbonize/Electrify Planning & Development Services Fleet and Emergency Management Planning	2,200K
	Adjust Staffing to Prioritize Affordable Housing Projects	(76K)
	Increase Permitting Information Technology Costs	185K
	Reduce Budget through Temporary Vacancy Savings	(267K)
Grand Total		3,169K

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- Developed the Tideflats Non-Interim Regulations
- Worked with the Planning Commission and development stakeholders to advance the Home in Tacoma Project
- Implemented a Permit Compliance Team dedicated to working with neighborhoods to address new construction related to impacts
- Implemented priority/expedited review for qualifying affordable housing projects
- Proactive Historic Surveys
- Enhanced coordination with the Puyallup Tribe including new unanticipated discovery plan rules
- Enhanced Neighborhood Planning Program efforts

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Develop and implement community engagement practices that will increase the number of in-person and digital engagements by 2025
- Develop and implement effective strategies to achieve 80% of Tacoma's population living within growth centers and "20-minute neighborhoods" by 2025
- Increase the valuation of historic rehabilitation projects by 25% by 2025 and expand efforts to protect and preserve Tacoma's environmental, cultural, and historic characteristics
- Create a financially sustainable permitting system with a fund balance of 120 days of operating expenses by 2025
- Increase the number of residential and commercial permits reviewed within the stated timeline to 85% by 2025

Racial Equity Action Plan (REAP) Goals

- Increase the diversity of candidates interviewed, new hires, and promotions; and maintains racial and ethnic diversity during staffing reductions.
- Enhance outreach to the community and engages citizens in ways that better suit their needs.
- Provide service enhancements for members of the community who have been under-resourced.

Resource Conservation & Climate Plan (RCCP) Goals

- Advance the Affordable Housing Action Strategy and Home in Tacoma Project.
- Collaborate with OEPS to implement new regulations to make it easier to grow, make, and sell food.
- Begin the transition/decarbonization of the PDS vehicle fleet.

Police

DEPARTMENT OVERVIEW: Mission, Key Function Organizational Chart, General Overview

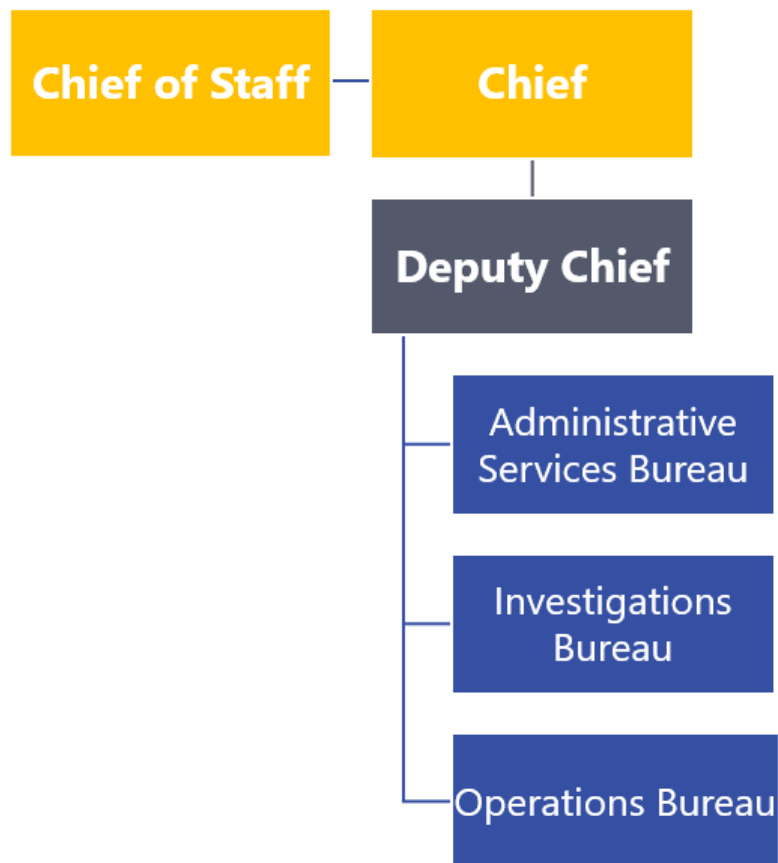
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Proposed Initiatives, Financials by Program

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission

Create a safe and secure environment in which to live, work, and visit by working together with the community, enforcing the law in a fair and impartial manner, preserving the peace and order in neighborhoods, and safeguarding constitutional guarantees.

Department Overview: Key Function Organizational Chart



Department Overview: General

General Summary

Administrative Services Bureau

The Administrative Services Bureau oversees two sections. The first is the Internal Affairs Section, which is responsible for the investigation of police conduct and citizen complaints. The second is the Support Services Division, which manages the training, recruitment, hiring, accreditation, finance, crime analysis, information technology, public information, and community relations functions. The Support Services Division also coordinates administrative functions related to the maintenance of all department facilities and fleet operations with the Public Works Department.

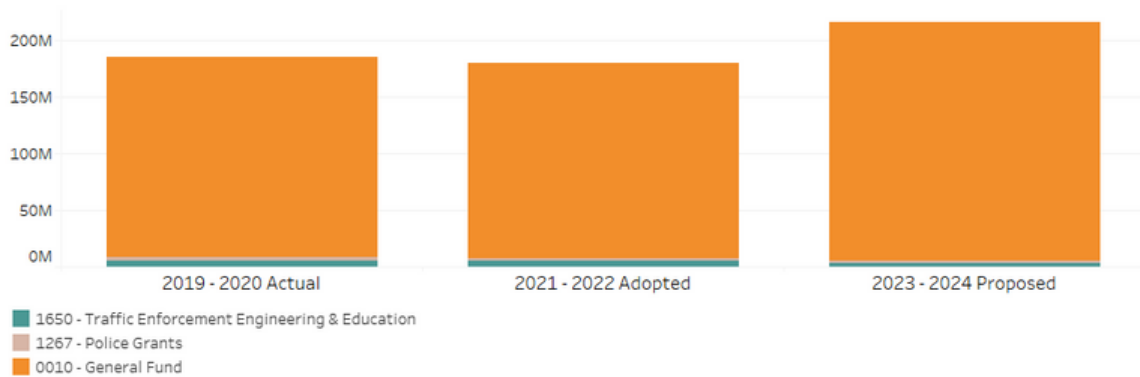
Operations Bureau

The Operations Bureau provides 24/7 patrol coverage within the City of Tacoma and oversees the Animal Control and Compliance Division. Patrol Officers respond to emergency and non-emergency calls for service and conduct initial investigations of crimes. Animal Control and Compliance Officers enforce ordinances in the cities of Tacoma, Fircrest, and Ruston. The Operations Bureau is also responsible for interfacing with Local, State, and Federal agencies as it relates to Homeland Security. The Community Policing Division oversees the Explorer Program and the Honor Guard Unit and focuses on prevention and crime reduction through innovative, proactive, and collaborative efforts with the community and various public and private entities. The bureau plans special events for the Police Department and oversees the administration and operation of numerous specialty teams, to include Special Weapons and Tactics (SWAT), Explosive Ordnance Detail (EOD), Special Response Team, Marine Services Unit, K-9, Search and Rescue, and Dive Team.

Investigations Bureau

The Investigations Bureau conducts follow-up investigations of crimes against persons and property, prioritized by the seriousness of the offense, availability of personnel, and factors related to the solvability of crimes, patterns, and trends. The bureau works collaboratively with other Local, State, and Federal agencies on various task forces. The Violent Crimes Section is comprised of the Homicide/Aggravated Assaults Unit and Special Assaults Unit. The Major Crimes Section investigates career criminals, financial crimes, juvenile/domestic violence, and arson. The Special Investigations Section handles narcotics and vice related criminal activity. The Forensic Services Section is responsible for processing crime scenes and collection of evidence. The Investigations Bureau is also responsible for oversight of the Hazardous Environment and Tactics Team.

Financial Overview: Police Financials by Fund

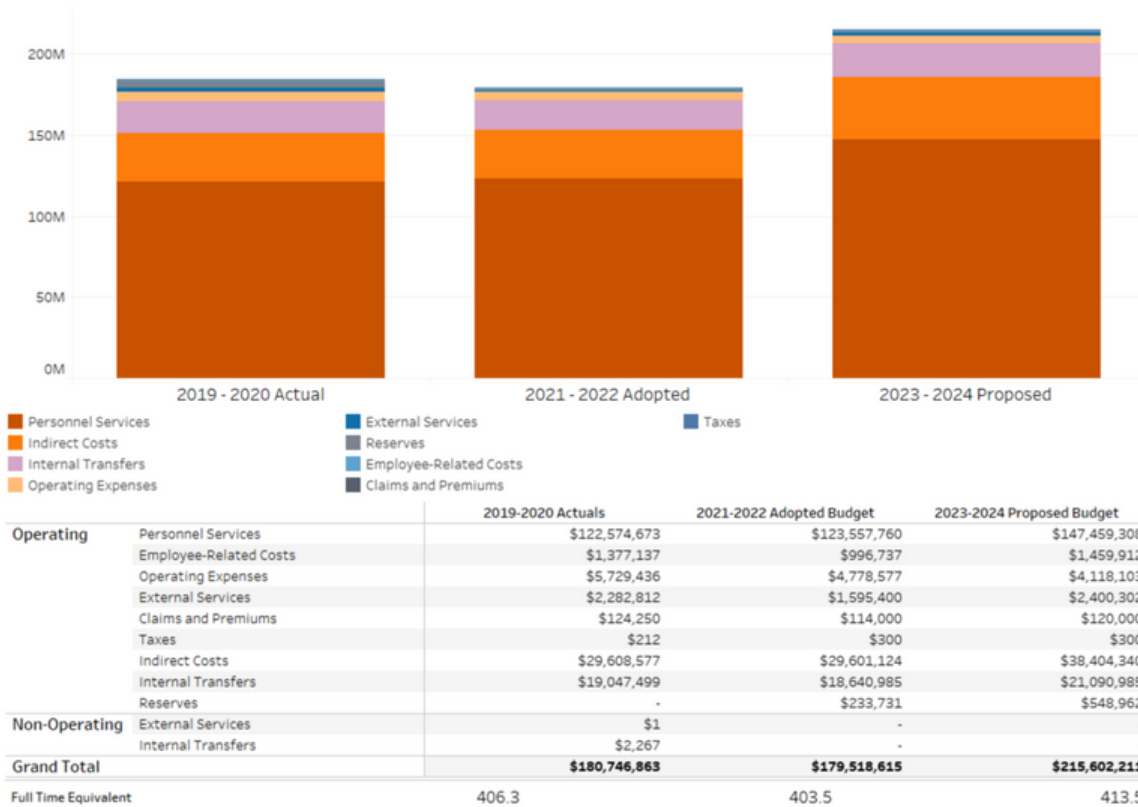


	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
0010 - General Fund	\$172,527,726	\$172,318,197	\$210,231,407
1267 - Police Grants	\$2,617,930	\$1,849,084	\$1,938,775
1650 - Traffic Enforcement Engineering & Education	\$5,598,939	\$5,351,334	\$3,432,030
3216 - Capital Projects - Police	\$2,268	-	-
Grand Total	\$180,746,863	\$179,518,615	\$215,602,211

Financials by Fund Summary

Police Department funding is nearly all contributed by the General Fund (98%), which increased 22% in the 2023-2024 Proposed Budget primarily as the result of rising personnel costs. Fund 1650 for Traffic Enforcement Engineering & Education supports the Traffic Team and is funded through Red Light and Speed Camera Fines. The remainder of expenses are supported by Fund 1267 - Police Grants, which represents dedicated services related to Federal and State Narcotic Seizures, Harrison Range operations, and other grant administration and management.

Financial Overview: Police Financials by Cost Category



Financials by Cost Category

Personnel Services and Employee-Related costs make up most of the expenses for the Police Department and have increased due to salary, benefit changes, and added personnel. Operating Expenses are composed of materials and equipment as well as facility maintenance and in 2023-2024, include one-time costs for recruiting costs and ongoing costs for equipment. The 2023-2024 Proposed Budget for Operating Expenses also includes new costs related to the Dash Camera Implementation.

Indirect Costs represents payments to the 5800-Internal Services Fund, which pays for services provided by internal service departments. These payments increase in 2023-2024 due to increased costs and investments in shared services. Internal Transfers cost increases reflect transfers to the City's Fleet fund to pay for police vehicles at their end of life that were postponed during 2021-2022.

Personnel Complement Changes (+10.0 FTE)

2021-2022 Adjustments & Baseline Corrections (+5.0)

- Added Crime Analyst, Senior Crime Analyst, (+2.0)
- Added Crime Scene Technicians (+2.0)
- Removed Forensic Services Specialist (-2.0)
- Added Police Captain (+1.0)
- Added Deputy Chief (+1.0)
- Added Police Chief of Staff (+1.0)

2023-2024 Proposed Changes (+5.0)

- Added Crime Scene Technicians (+4.0)
- Added Forensic Services Supervisor (+1.0)

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget	
Operating	Operations	Patrol Services	\$80,987,467	
		Operations Administration	\$7,890,370	
		Community Engagement & CLOs	\$6,996,975	
		Violence Reduction Team	\$4,381,307	
		Traffic Enforcement	\$3,432,030	
		School Resource Officer (SRO) Program	\$2,733,324	
		Homeless Outreach Team (HOT)	\$2,450,446	
		Animal Control	\$1,629,769	
		Police Desk Officers	\$1,074,295	
		Downtown Partnership -DTP	\$692,601	
		Special Events	\$406,189	
		Special Teams	\$292,803	
		Administrative Services	911 Dispatch and Communications	\$15,073,150
			Quartermaster	\$13,079,331
	Finance		\$5,455,383	
	Support Services		\$3,709,951	
	Body Worn Cameras/ Dash Cameras		\$2,173,808	
	Training - Employee/Staff		\$2,037,694	
	Crime Analysis		\$1,895,839	
	Internal Affairs		\$1,795,437	
	Property and Evidence Management		\$1,683,835	
	Range Operations		\$1,582,889	
	Media/ Public Relations		\$1,044,833	
	Computer and Technical Support		\$988,569	
	CALEA Accreditation		\$767,336	
	Academy Instructors		\$419,801	
	Criminal Investigations	Homicide	\$9,200,884	
		Forensics	\$6,492,421	
		Vehicle Crimes/Burglary	\$5,179,330	
		Special Assaults/Sex Offender	\$4,731,900	
		Arson/General Investigations	\$2,979,844	
		Domestic Violence	\$2,249,655	
		Administration - Criminal Investigatio..	\$1,990,411	
		Internet/Cyber Crime Investigations	\$909,247	
		Financial Crimes	\$469,567	
		Juvenile Unit	\$4,177	
		Chiefs Office	Administration - Chief's Office	\$7,861,113
	Special Investigations	Narcotics	\$6,919,457	
		State Drug Seizure	\$771,145	
		Federal Drug Seizure	\$108,208	
	Special Revenue	Grant Administration and Management	\$746,942	
		Harrison Range	\$238,196	
		Vessel Registration Fees	\$64,000	
		Grant Administration and Management	\$10,284	
Grand Total			\$215,602,211	

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$180,746,863	\$179,518,615	\$211,546,453	\$4,055,758	\$215,602,211
Full Time Equivalent	406.3	403.5	408.5	5.0	413.5

2023-2024 Proposed Initiatives

Ongoing	Increase Forensics Staffing to implement 24/7 staffing for Crime Scene Services	1,130K
One-Time	Contribution to Reserves	549K
	Indirect Costs	336K
	Replace Outdated Unmarked Vehicles	600K
	Modernize Tacoma Police Department Analytics Program	592K
	Increase Department Training and Equipment Budget to Support New Recruit Costs	494K
	Increase Annual Law Enforcement Equipment Budget	356K
	Increase Contract Amount for Police Department Psychologist	75K
Grand Total		4,131K

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- Chief Moore appointed January 18, 2022
- Expanded Diverse Hiring/Recruiting Efforts
- Release of Violent Reduction Crime Plan
- Procedural Justice Training
- Implementation of 21st Century Policing Recommendations
- Increased Community and Youth Engagement
- Full Implementation of Pierce County Force Investigations Team (PCFIT) for county wide officer use of deadly force investigations and training components in compliance with State Initiative 940
- Attained reaccreditation with Commission on Accreditation for Law Enforcement Agencies (CALEA)

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Reduction of Violent Crime
- Increase hiring and recruitment strategies to increase the diversity of the Police Department workforce by 25% to better reflect the diversity of the community by 2025 – Appointed Recruiting Officer – Created Focus Group
- Increase community outreach to develop partnerships, build public trust, and promote authentic engagement with a focus on underserved communities. The Tacoma Police Department will increase its community outreach 20% by 2025
- Work to increase the City of Tacoma residents' perception of safety in the community 20% by 2025
- Employ strategies to expand youth outreach 25% by 2025

Racial Equity Action Plan (REAP) Goals

- The Police Department Reflects the Community It Serves
- Enhance and engage in the ongoing evolution of Project PEACE
- All segments of the community believe the Tacoma Police Department enforces the law in a fair and impartial manner

Resource Conservation & Climate Plan (RCCP) Goals

- TPD Headquarters is LEED Certified (Leadership in Energy and Environmental Design)
- Utilizing Digital Records Management with a goal of increasing a paperless file environment
- Utilizing plug-in hybrid electric Ford Escape Vehicles for non-primary call responders

Public Works

DEPARTMENT OVERVIEW: Mission Statement, Organizational Chart, General Summary

FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

To provide essential public services by designing, building, maintaining, and preserving public infrastructure that enhances the quality of life for the people of Tacoma in a fair, responsive, sustainable, and equitable manner. Public Works does this through an open and engaged partnership with customers, cost-effective services, and a consistent approach in satisfying the needs of the community.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

Engineering

The Engineering Division is responsible for program management and engineering expertise for transportation and capital facilities projects. Program areas include engineering and design, City surveying practices, bridge operation and maintenance, project management, construction inspection and management, asset management, grant coordination and finance, Local Improvement Districts, development of engineering standards, unfit/unsafe sidewalks, and enforcing compliance with the Americans with Disabilities Act.

Transportation

The Transportation Division is responsible for leading the planning, development, and maintenance of a transportation system that realizes the vision of the Transportation Master Plan. Program areas include long range transportation planning, transportation engineering, traffic safety investigations, traffic control review/approval, private development permitting, compliance with the State's Commute Trip Reduction Law, Safe Routes to Schools implementation, Vision Zero, and Neighborhood Traffic Calming. The Traffic Signal and Streetlight Shop are responsible for the operation and maintenance of over 340 traffic signals, 22,000 streetlights, 300 school zone and pedestrian crossing beacons, and 110 overhead beacons and warning beacons/signs. Right-of-Way Enforcement manages on-street and off-street parking services, commercial vehicle enforcement, and the abandoned auto program.

Street Operations

Street Operations is responsible for the operation and maintenance of 864 lane miles of arterial streets, 8,020 blocks of residential streets, 38,000 street signs, 19 City-owned parks and 15.5 miles of walking, hiking, and biking trails. This division is responsible for maintaining gravel alleys and gravel streets as well as the removal of snow and ice, downed or fallen trees within the public right-of-way, and other debris from city streets and rights-of-way. During natural disasters, Street Operations is also responsible for closing severely damaged roads and bridges and clearing roads and bridges of debris.

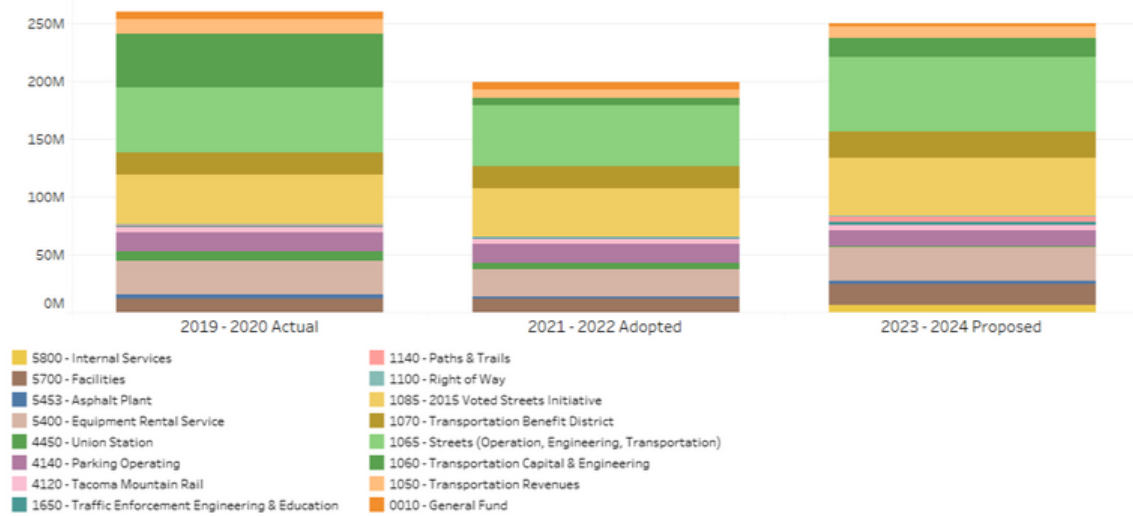
Facilities Management

Facilities Management provides services for Facilities Maintenance, Real Property, Fleet Services, and Capital Projects. Facilities Maintenance manages City-owned General Government non-enterprise facilities including Fire, Police, Public Works, Neighborhood & Community Services, and the Municipal Complex. Real Property Services manages the use of rights-of-way and all City-owned real property. Services include acquisitions and dispositions, easements, and general property management. Fleet Services supports the City's transportation requirements for General Government by managing a safe, efficient, cost-effective, and diversified fleet of vehicles and equipment. The Capital Projects section provides management of major and minor capital improvements to City-owned facilities.

Rail Mountain Division

The Tacoma Rail Mountain Division (TRMW) is responsible for the operation and maintenance of 92 route miles extending from Tacoma through Frederickson, where the line splits. One line proceeds from Eatonville to Morton, and the other to McKenna. The Mountain Division serves 11 customers, mostly in the Frederickson area.

Financial Overview: Financials by Fund



		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating	0010 - General Fund	\$5,257,796	\$6,598,163	\$3,295,882
	1050 - Transportation Revenues	\$9,101,883	\$7,008,708	\$9,168,748
	1060 - Transportation Capital & Engineering	\$8,083,982	-	\$2,300,012
	1065 - Streets (Operation, Engineering, Transportation)	\$48,410,386	\$52,661,465	\$63,729,524
	1070 - Transportation Benefit District	\$15,032,805	\$19,507,418	\$23,006,560
	1085 - 2015 Voted Streets Initiative	\$37,068,793	\$41,357,352	\$50,276,609
	1100 - Right of Way	\$237,683	\$640,951	\$468,238
	1140 - Paths & Trails	\$21,668	-	\$282,836
	1650 - Traffic Enforcement Engineering & Education	\$413,529	\$554,592	\$2,667,971
	4120 - Tacoma Mountain Rail	\$4,331,662	\$5,441,738	\$4,441,765
	4140 - Parking Operating	\$13,872,212	\$16,490,923	\$14,439,879
	4450 - Union Station	\$7,935,474	\$4,903,400	\$11,140
	5400 - Equipment Rental Service	\$13,061,506	\$23,590,884	\$29,104,026
	5453 - Asphalt Plant	\$2,140,870	\$2,152,827	\$2,742,254
	5700 - Facilities	\$10,094,877	\$11,671,715	\$18,264,618
	5800 - Internal Services	-	-	\$6,706,433
Capital	1050 - Transportation Revenues	-	-	-
	1060 - Transportation Capital & Engineering	\$35,185,541	\$6,575,000	\$14,845,000
	1065 - Streets (Operation, Engineering, Transportation)	\$226,524	-	-
	1085 - 2015 Voted Streets Initiative	-	-	-
	1140 - Paths & Trails	\$923,136	-	\$4,300,000
	4120 - Tacoma Mountain Rail	\$44,953	-	-
	4140 - Parking Operating	\$287,463	-	-
	5400 - Equipment Rental Service	\$10,583,353	-	-
	5453 - Asphalt Plant	\$42,570	-	-
	5700 - Facilities	\$66,205	-	-
Grand Total		\$222,424,921	\$199,155,134	\$250,051,494

Financial Overview: Financials by Fund

Financials by Fund Summary

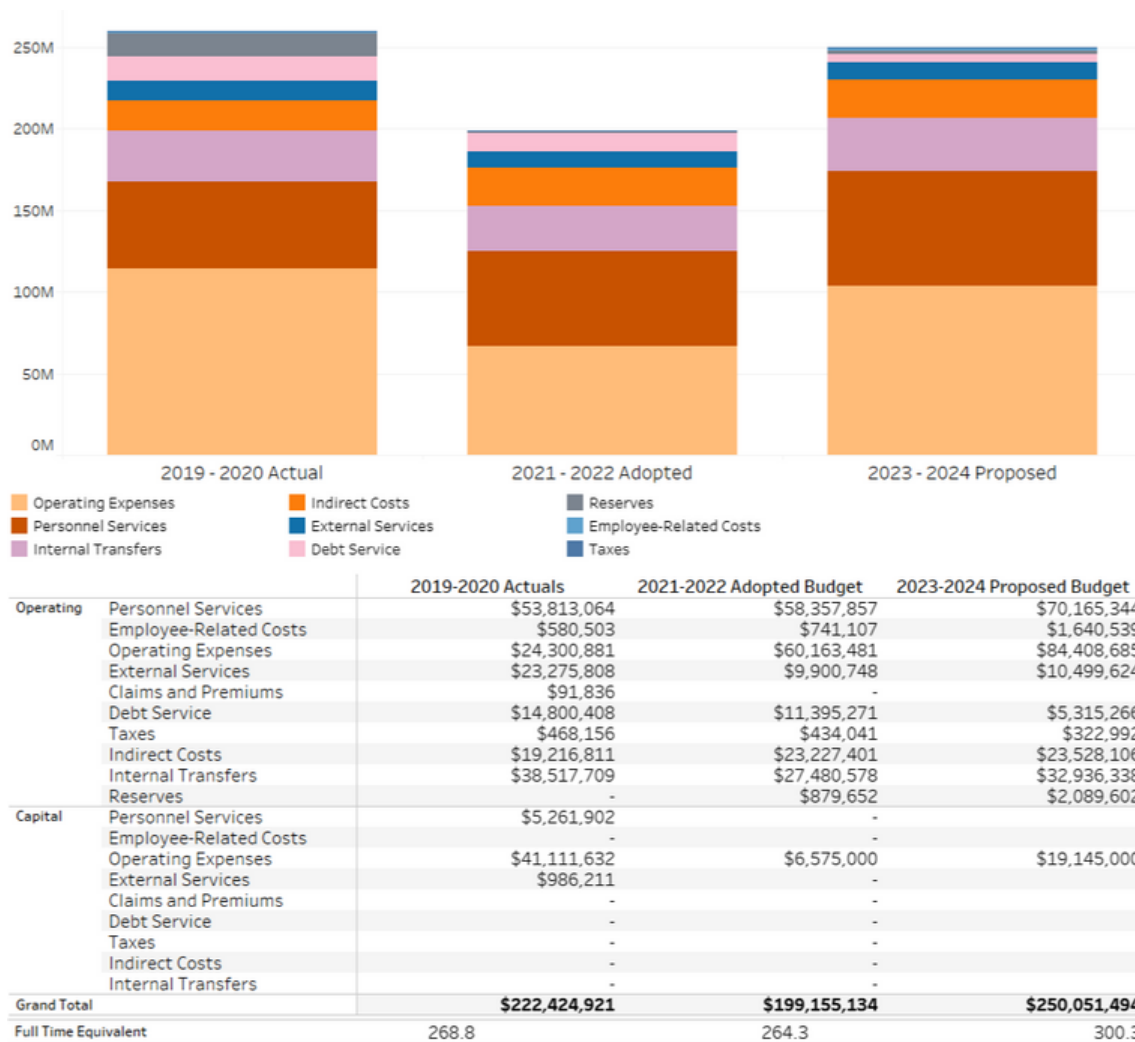
The Public Works Department manages multiple funds that receive a variety of funding sources. 1.6% of the Public Works department funding comes directly from the General Fund. In addition to General Fund, Public Works receives funding from the sources shown in the table above.

The Internal Services Fund (5800) is new in Public Works in 2023-2024, due to the Real Property Services group moving from being supported directly by the General Fund to being funded through indirect costs. Increased funding in the Facilities (5700) fund is driven by higher transfers from both the General Fund and Real Estate Excise Tax (REET) funding, which are directed toward repairing and replacing facilities whose maintenance have been deferred. The Asphalt Plant (5453) is supported by charging a warehouse overhead fee and through the sale of its asphalt products, both of which are projected to be higher in 2023-2024 than in 2021-2022. Increased funding in the Equipment Rental (5400) fund is mostly due to a higher transfer from the General Fund to establish a fleet replacement model for the Fire Department. Funding for Parking (4140) is lower, as the continued effects of the pandemic impact the demand for paid parking, such as in the downtown area. Some of this decreased funding will be offset by additional General Fund support.

The Tacoma Rail Mountain Division (4120) collects Charges for Services for the operations and maintenance of the Tacoma Rail Mountain Division rail line. Increased funding in the Traffic Enforcement, Engineering, and Education (TEEE) fund (1650) is due to an administrative change in which Public Works is now responsible for managing a larger share of that fund than it previously did. As such, the increase in TEEE funding in Public Works (through red light, speed camera, and other traffic infraction fees) is offset by decreases in that fund for Municipal Court and Police. The Paths and Trails (1140) fund receives both Motor Vehicle Fuel Tax and Real Estate Excise Tax for its projects. The Right of Way fund (1100) receives most of its funding through Licenses and Permits. Increases in funding to the Streets Initiative (1085) fund reflect higher sales tax earnings in the Transportation Benefit District Fund projected for 2023-2024 as compared with 2021-2022.

Increases in the Streets fund is mostly due to a higher transfer from the General Fund, as well as higher budgeted revenues from Gross Earnings Taxes and Motor Vehicle Fuel Tax. Higher projected funding in Transportation Revenues (1050) is a result of increased projected revenues from Motor Vehicle Fuel Tax. While the General Fund (0010) transfers funds directly to several other funds in Public Works, the amount that it funds Public Works programs directly (not through a transfer) is lower in 2023-2024 due to the Real Property Services group moving to the Internal Services Fund.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

In the 2023-2024 budget, Public Works expenditures are increasing in almost all cost categories as compared to 2021-2022.

Growth in Operating Expenses reflects general increases in the costs of contracts and supplies, additional vehicles in the City's fleet portfolio, capital projects planned for 2023-2024, and administrative changes such as more of the Traffic Enforcement, Engineering, and Education program being managed by Public Works and less by Police and Municipal Court.

Growth in Personnel Services is due to increases in salaries for existing positions, both represented and non-represented, additional positions added through the 2023-2024 budget process, and administrative changes such as Real Property Services staff that support Tacoma Public Utilities (TPU) now showing under Public Works rather than TPU.

Indirect Costs stayed relatively stable, however the slight increases in 2023-2024 are primarily a result of increased expenses in internal service Departments such as Information Technology that share those costs with Public Works. Rent and insurance costs also contributed to this increase.

External Services costs grew mostly in the Street Operations Division, for work to increase the capacity of asphalt storage tanks.

Internal Transfers are higher due to the Transportation Benefit District and Transportation Revenues funds being projected to collect higher revenues in 2023-2024 and thus being able to increase their support to other Public Works funds.

Debt Service costs will be lower due to Union Station paying off its debt service in 2021-2022, and a reduction in the Parking fund's debt beginning in 2023-2024.

Contribution to Reserves is higher mostly as a result of Equipment Rental costs not being as high as previously projected, thus allowing more savings to be directed toward reserves.

Employee-Related Costs is increasing as a result of increases to training and uniform expenses, as well as a change in how some costs related to Parking are being categorized.

Taxes are decreasing, mostly as a result of how taxes paid by the Asphalt Plant are calculated.

Personnel Complement Changes (+33.8)

2021-2022 Adjustments & Baseline Corrections (+22.8)

- Returned Patching Crew from Environmental Services to Public Works (was one-time efficiency) (+4.0)
- Real Property Services (RPS) staff that support Tacoma Public Utilities now show in RPS budget (+6.0)
- Municipal Court staff that support Traffic Enforcement, Engineering and Education now show in Public Works budget (+2.8)
- Added Grounds Maintenance Crew (+2.0)
- Added Engineering Support for Grant Funded Projects, limited duration (+6.0)
- Added Road Use Compliance Officer (+1.0)
- Extended Project Manager Position for Capital Improvement Program (+1.0)

2023-2024 Proposed Changes (+11.0)

- Add delayed start (April 2023) Grounds Maintenance Workers (+1.75)
- Add delayed start (April 2023) Traffic Sign & Marking Specialist (+0.88)
- Add delayed start (April 2023) Associate Planners (+1.75)
- Add delayed start (March 2023) Management Analyst III (+0.92)
- Add delayed start (April 2023) Engineering Office Coordinator (+0.88)
- Add delayed start (April 2023) Construction Manager (+0.88)
- Add delayed start (April 2023) Real Estate Specialist (+0.88)
- Add delayed start (April 2023) Real Estate Specialist Senior (+0.88)
- Add delayed start (April 2023) Project Manager (+0.88)
- Add delayed start (April 2023) Assistant Fleet Managers (+1.75)
- Add delayed start (April 2023) Facilities Maintenance Mechanic (+0.87)
- Add Electrical Worker (+1.0)
- Align part of Senior Human Resources Analyst to support Planning and Development Services (-0.3)
- Postpone filling Parking Enforcement Officer position (-1.0)
- Postpone filling Lead Parking Enforcement Officer position (-1.0)

Financial Overview: Financials by Program (1/5)

Category	Division	Program	2023-2024 Proposed Budget
Operating	Director's Office	PW Director's Office	\$1,330,338
	Engineering	Americans with Disabilities Act Program	\$304,334
		Contracted Services	\$24,520,272
		Heavy Haul Corridor Revenues	\$200,000
		Motor Vehicle Fuel Tax Revenues	\$7,857,912
		Multimodal Transportation Revenues	\$1,078,000
		MVFT Paths & Trails Reserve	\$32,836
		Project Contributions	\$10,000,000
		PW Materials Lab Services	\$107,479
		PWC Bridge Maintenance Contracts	\$2,662,423
		PWC Bridge Program Management	\$369,238
		PWC Capital Assessments	\$1,827,132
		PWE Construction Management	\$1,709,773
		PWE Design	\$1,380,072
		PWE Engineering Administration	\$2,874,057
		PWE Environmental Monitoring	\$102,058
		PWE LID Program Management	\$557,500
		PWE Project Mgmt	\$1,236,456
		PWE Sidewalk Program Management	\$362,696
		PWE Survey	\$370,715
		Streets Initiative Revenues	\$2,122,529

Financial Overview: Financials by Program (2/5)

Category	Division	Program	2023-2024 Proposed Budget
Operating	Facilities	Capital Improvement Plan	\$1,965,543
		Carpenter/Paint Shop Facilities Maint	\$87,767
		Community Services Facilities	\$485,300
		Deferred Repair and Replace	\$6,800,000
		Fire Facilities	\$1,380,582
		Fleet Administration	\$4,999,689
		Fleet Equipment Replacement	\$3,004,210
		Fleet Fire Gen Fund Equipment Replace	\$4,172,000
		Fleet Gen Fund Equipment Replacement	\$4,844,825
		Fleet Maintenance Fleet Operations	\$4,823,494
		Fleet Maintenance Solid Waste	\$5,538,580
		Fleet Parts Fleet Operations	\$554,775
		Fleet Parts Solid Waste	\$566,454
		Municipal Building Operations	\$6,610,550
		Municipal Services Center	\$161,356
		Open Space Management	\$397,801
		Other Real Property Services	\$70,437
		Police Facilities	\$2,384,945
		Public Works Fleet Facilities Maint	\$354,118
		PW Fleet Police Capital - one-time	\$600,000
		Real Property Services for Gen Gov	\$3,873,299
		Real Property Services for TPU	\$2,833,134

Financial Overview: Financials by Program (3/5)

Street Operations	Asphalt Operations	\$690,467
	Asphalt Plant Maintenance and Repair	\$134,083
	Asphalt Production	\$1,917,703
	City Workforce	\$13,633,808
	Emergency Response	\$4,912
	Grounds Maintenance	\$5,422,771
	PWS Signs & Markings	\$2,370,889
	PWS Street Maintenance	\$18,175,970
	Street Operations Administration	\$2,666,978
Tacoma Mountain Rail	TRMW Administration	\$592,086
	TRMW Maintenance of Way	\$2,032,730
	TRMW Mechanical	\$465,627
	TRMW Transportation	\$1,351,321
Transportation	Neighborhood Traffic Calming	\$352,960
	PW Pavement Markings	\$1,240,000
	PW Transp Signal/Streetlight/ITS Engr	\$647,373
	PW TSSL Administration	\$2,996,305
	PW TSSL Beacon/Sign Ops & Maint	\$815,477
	PW TSSL Materials Warehouse	\$9,744
	PW TSSL Streetlight Ops & Maint	\$3,958,560
	PW TSSL Support Services	\$1,784,458
	PW TSSL Traffic Signal Ops & Maint	\$3,415,633
	PWE Paths & Trails	\$4,582,836
	PWP LTGO Bond Debt Payments	\$1,541,100
	PWP On-Street Parking Pay Stations	\$948,029

Financial Overview: Financials by Program (4/5)

	PWP Other Bond Debt Payments	\$3,500,025
	PWP Parking Administration	\$1,339,429
	PWP Parking Capital Initiative Projects	\$1,259,179
	PWP Parking Enforcement	\$2,378,269
	PWP Parking Garage A Street	\$779,715
	PWP Parking Garage Convention Center	\$432,549
	PWP Parking Garage Municipal Building	\$70,352
	PWP Parking Garage Museum of Glass	\$310,314
	PWP Parking Garage North Plaza	\$534,842
	PWP Parking Garage Pacific Plaza	\$710,446
	PWP Parking Lot 14th Street	\$62,165
	PWP Parking Lot George's Park	\$26,793
	PWP Parking Lot Municipal Building	\$117,597
	PWP Parking Lot Site 8	\$20,731
	PWP Parking Lot Site 12	\$68,370
	PWP Parking Office	\$158,580
	PWP Residential Parking Program	\$181,395
	PWT Active Transportation Program Mgmt	\$682,411
	PWT Development and Permit Review	\$28,173
	PWT Road Use Compliance	\$1,399,287
	PWT Safe Routes to School Prgm Mgmt	\$295,063
	PWT TEEE Program Administration	\$2,246,055
	PWT Transportation Policy & Planning	\$545,162
	Traffic Channelization Engineering	\$946,283
	Traffic Engineering, Enforcement, Edu	\$421,916
	Transportation Administration	\$2,107,183
Union Station	Union Station	\$11,140

Financial Overview: Financials by Program (5/5)

Non-Operating	Engineering	PW Capital Projects	\$7,550,000
		PW Sidewalk Programs	\$3,600,000
		PW Capital Traffic Control Devices	\$500,000
		PW Local Improvement District Projects	\$400,000
		PW Capital Roadway	\$320,000
		PWE Art St Capital Projects	\$100,012
	Street Operations	Trans Benefit District Sales Tax	\$15,921,556
		Trans Benefit District Vehicle Fee	\$7,085,004
	Transportation	PW Street and Traffic Programs	\$4,675,000
		PWP Other Bond Debt Payments	\$3,500,025
		PWP LTGO Bond Debt Payments	\$1,541,100
		PWP Parking Capital Initiative Projects	\$1,259,179
	Grand Total		\$250,051,494

Financial Overview: Proposed Initiatives (1/2)

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$222,424,921	\$199,155,134	\$215,745,702	\$34,305,792	\$250,051,494
Full Time Equivalent	268.8	264.3	289.3	11.0	300.3

2023-2024 Proposed Initiatives

Ongoing	Construct Asphalt Storage Tanks	140K
	Establish a New Preventive Maintenance Program	778K
	Increase Level of Service for Sign Replacement Program	296K
	Increase Service Levels for Tidy-Up Tacoma - Trail Maintenance	254K
	Establish Graffiti Response Team for Tidy-Up Tacoma - Graffiti Removal	242K
	Enhance Service Levels of Real Property Services Team	376K
	Add Grant Coordinator	301K
	Enhance Project Management of Deferred Repair & Replacement Program	288K
	Upgrade License Plate Recognition Software: Parking Tickets by Mail	100K
	Budget Existing Real Property Services Position that Supports Tacoma Public Utilities	273K
	Supplement Bridge Operations and Maintenance with Motor Vehicle Fuel Tax	263K
	Fund Vision Zero Coordinator to Implement Action Plan	202K
	Increase Maintenance Funding: Pedestrian Beacon Failures	190K
	Continue Signal and Streetlight Electrical Worker Pre-Apprenticeship Program	118K
	Add Security Patrols at Downtown Parking Facilities	75K
	Construction Manager to Deliver Infrastructure Projects	63K
	Fund Transportation Demand Management Active Transportation Project Planner	49K
	Fund Engineering Office Coordinator to Administer Grant Obligations	45K
	Reallocate Staff No Longer Supporting the Parking System	0K
	Supplement Road Use Compliance with Heavy Haul Revenues	0K
	Supplement Street Striping Program with Multimodal Revenues	0K
	Remove Low Performing On-Street Parking Meters	(36K)
	Adjust Labor Distributions for Transportation Staff to Align with History	(241K)
	Adjust Labor Distributions for Engineering Staff to Align with History	(596K)

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Financial Overview: Proposed Initiatives (2/2)

2023-2024 Proposed Initiatives

One-Time	Contribution to Reserves	1,924K
	Capital Initiatives	8,500K
	Replace Fire Fleet	4,172K
	Indirect Costs	433K
	Construct Asphalt Storage Tanks	2,423K
	Decarbonize/Electrify Planning & Development Services Fleet and Emergency Management Planning	200K
	Replace Aging Street Operations Fleet Equipment	2,280K
	Expand Site Reclamation	600K
	Replace Outdated Unmarked Vehicles	600K
	Enhance Homeless Engagement and Alternatives Liaison Team	65K
	Increase Level of Service for Sign Replacement Program	160K
	Increase Service Levels for Tidy-Up Tacoma - Trail Maintenance	160K
	Establish Graffiti Response Team for Tidy-Up Tacoma - Graffiti Removal	160K
	Enhance Service Levels of Real Property Services Team	25K
	Upgrade License Plate Recognition Software: Parking Tickets by Mail	175K
	Maintain Damaged Traffic Signals, Beacons, and Streetlights	260K
	Remodel Traffic Signal Controller Shop	70K
	Retain Signal and Streetlight Electricians	38K
	Postpone Hiring of Parking Enforcement Positions	(410K)
	Defer Parking's Capital Initiative & Maintenance Projects	(527K)
Grand Total		24,487K

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.



Strategic Goals: 2021-2022 Initiatives

Accomplishments

Resource Conservation & Climate Plan (RCCP) Goals

- Goal 1: Develop and implement a funding plan to complete the City's bike and pedestrian network and Safe Routes to School (SRTS) improvements by 2050; (eg. Streets Initiative, impact fees).
 - SRTS improvements at three schools (Completed)
 - East 64th Street Complete Streets project between Pacific Avenue and McKinley Avenue (Completed)
 - Walk Maps (Completed)
 - Identify I-5 crossing active transportation projects for the 23-24 budget process (not completed).
 - Complete transportation impact fee ordinance for council consideration (not completed).
- Goal 2: Fleet/TPD Warehouse, Rooftop Heat/Ventilation Replacement project.
 - Project is funded and in the design phase.
 - Revising design to replace gas units with electric to meet de-carbonization goals.
- Goals 3-5: Deploy Hybrid Electric Vehicles, Vehicle Replacement.
 - Deploy plug-in hybrid electric vehicles (PHEV) - 5 PHEV ordered.
 - Deploy electric vehicles (EV) - 8 EV Ford F-150's ordered.

Climate Action Plan

- Goal: Increase staffing and funding for community programming that provides easy entry opportunities for community members to access active transportation and transit.
 - Community engagement has been undertaken to identify desired programs,
 - Staff member hired to manage active transportation programs, events, and partnership,
 - 5 programs/ initiatives supported and user surveys positive

Strategic Goals: 2023-2024 Initiatives

Racial Equity Action Plan (REAP) Goals

- Increase the percentage of Black, Asian, Native American, two or more races, and Latinx working in Public Works from 24.2% to a percentage more reflective of the community we serve by the end of 2022.
- Continue to build on efforts to design and construct projects in an equitable manner by engaging in meaningful communications with community members.
- Develop authoritative geospatial data and management system to help the City visualize and analyze population variables such as race, ethnicity, household income levels, infrastructure, and access to transportation and government provided resources to equitably deliver city services to residents, businesses, and visitors.

Resource Conservation & Climate Plan (RCCP) Goals

- Goal 1: Develop and implement a funding plan to complete the City's bike and pedestrian network and Safe Routes to School improvements by 2050; (eg. Streets Initiative, impact fees).
 - Complete transportation impact fee ordinance for council consideration.
 - Complete I-5 Crossing Study.
 - Complete Transportation Impact Fee program structure.
 - Continue progress on the SRTS Action Plan.
 - Install active transportation facilities as planned in the Transportation Master Plan.
- Goal 2: Fleet/TPD Warehouse, Rooftop Heat/Ventilation Replacement project.
 - Complete construction
- Goals 3-5: Deploy Hybrid Electric Vehicles, Vehicle Replacement.
 - Continue to seek funding for fleet replacements with lower emission vehicles.

Retirement

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

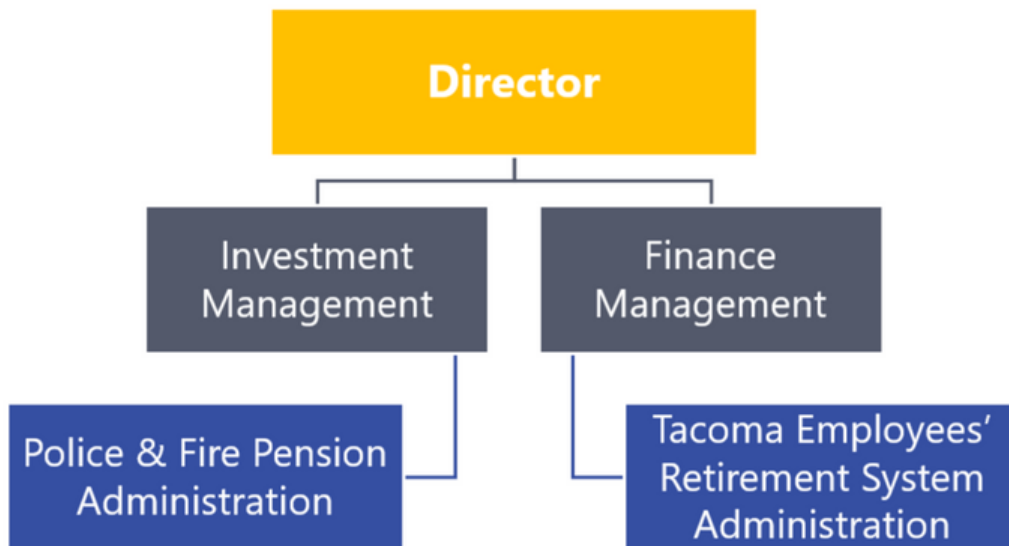
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Provide quality benefits through professional plan administration and prudent management of financial assets.

Department Overview: Key Function Organizational Chart



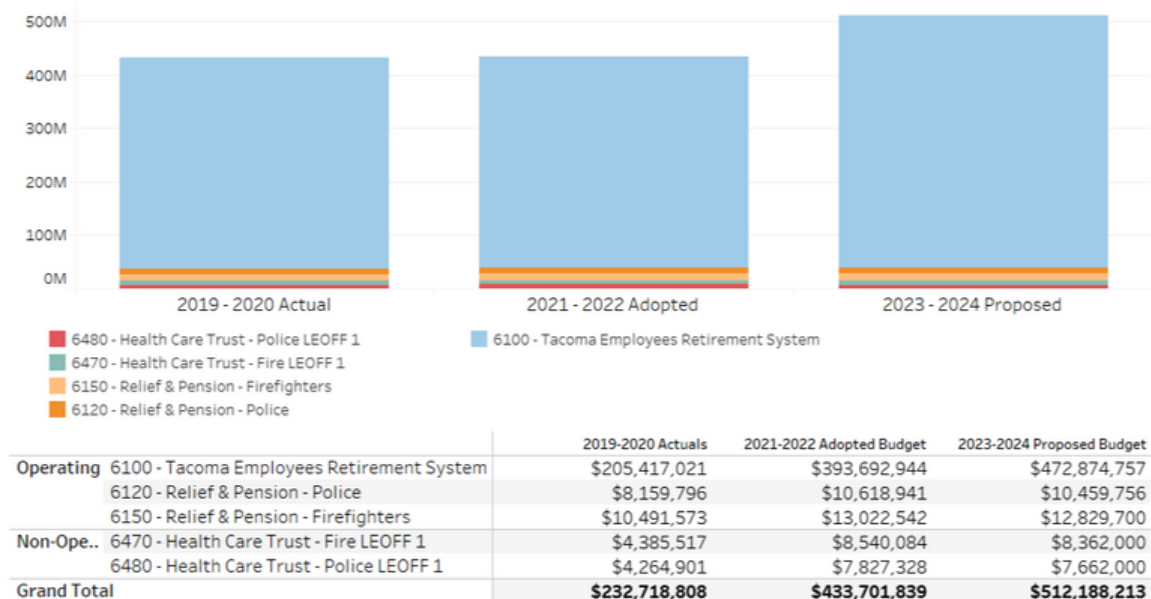
Department Overview: General Summary

General Summary

The Tacoma Employees' Retirement System (TERS) is a multiple-employer defined benefit pension plan, covering the majority of the non-uniformed employees of the City of Tacoma as well as the Tacoma-Pierce County Health Department, and legacy members in Pierce Transit and South Sound 911. It is administered in accordance with the Tacoma Municipal Code and Washington State statutes. The system has approximately 3,100 active members, 800 deferred and other terminated employees and 2,700 retirees and survivors. The system is funded by employer contributions, employee contributions, and investment earnings.

Law Enforcement Officers' and Fire Fighters' (LEOFF 1) pension system is administered by the Police and Fire Pension Boards in accordance with the provisions of Washington State statutes. LEOFF1 is a closed retirement system with 439 members (one active and 249 retired Fire employees and 189 retired Police employees). Mandated pensions and full medical benefits are provided to eligible members.

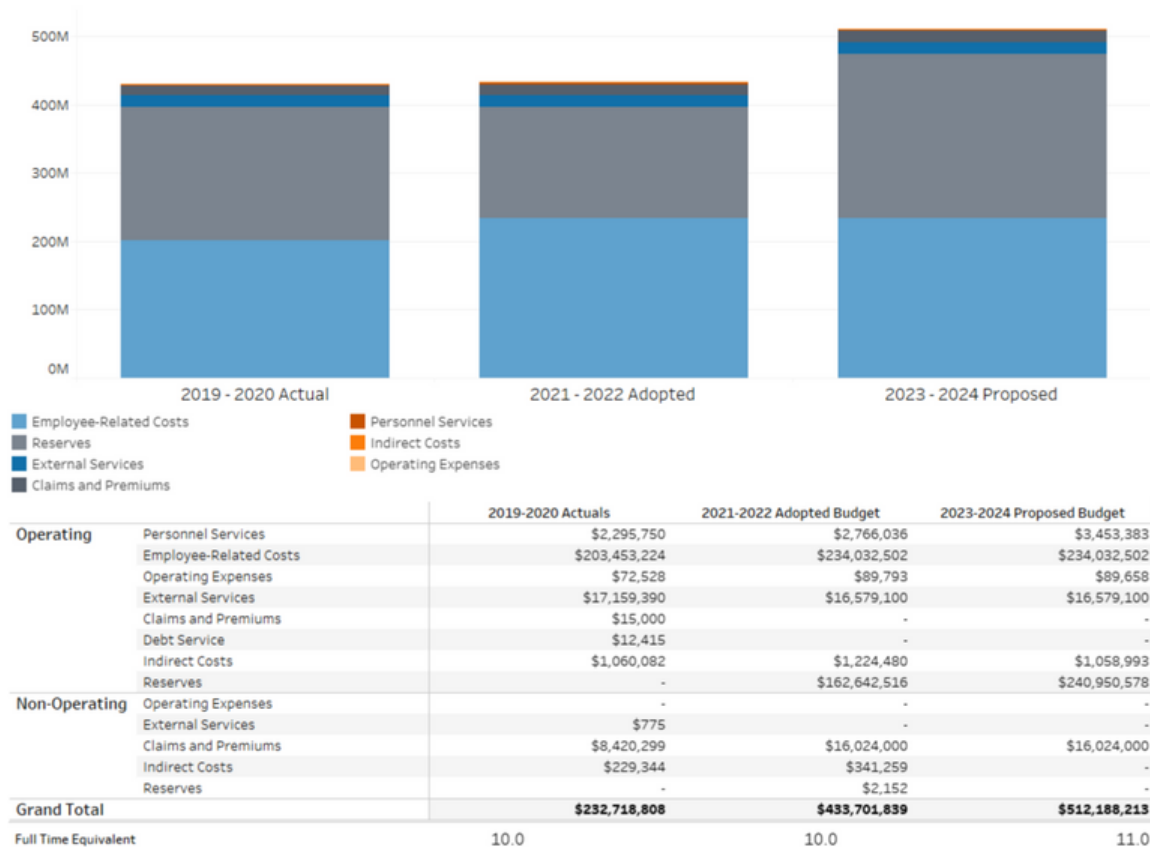
Financial Overview: Financials by Fund



Financials by Fund Summary

Fund 6100 - Tacoma Employees' Retirement Service (TERS) revenues include mandatory contributions from employers and employees as established in the Tacoma Municipal Code. A more volatile revenue component for TERS comes from earnings on the \$2.0 billion investment portfolio, which will vary based on market returns. Funds 6120 and 6150 are the Law Enforcement Officers' and Fire Fighters' pensions systems and funds 6470 and 6480 represent Health Care Trusts. This group of funds are funded on a pay-as-you-go basis through General Fund contributions, although revenues also include state-mandated taxes on fire insurance premiums.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Employee-Related Costs constitute the largest expense for the Retirement department and include the management and operation of the system, pension payments and contribution withdrawals for TERS members. Reserves are projections of growth in investments and designed to offset future adverse events and should not be viewed as surplus funds. External Services and Claims and Premiums represent investment and management fees as well as anticipated claims. Personnel Services increased by about 25% due to the addition of a Deputy Chief Investment Officer position and salary and benefit increases. Indirect Costs represent services provided by internal service departments. It decreases by about 32% in 2023 - 2024 due to updated methodologies for sharing costs, increased costs, and investments in shared services.

Personnel Complement Changes (+1.0)

2021-2022 Adjusted Baseline and Corrections (0.0)

- No changes were made.

2023-2024 Proposed Budget (+1.0)

- Add Deputy Chief Investment Officer (+1.0)

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget
Operating	Retirement	Administration	\$20,467,179
Non-Operating	Retirement	Retiree Benefits - TERS	\$452,407,578
		Fire Pension Administration	\$12,829,700
		Police Pension Administration	\$10,459,756
		Firefighters Health Care Regence	\$8,362,000
		Police Health Care Regence	\$7,662,000
Grand Total			\$512,188,213

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$232,718,808	\$433,701,839	\$271,230,197	\$240,958,016	\$512,188,213
Full Time Equivalent	10.0	10.0	11.0	0.0	11.0

2023-2024 Proposed Initiatives

One-Time	Contribution to Reserves	240,951K
	Indirect Costs	8K
Grand Total		240,959K

*Initiatives totals may not match due to labor assumptions, internal services costs, contributions to reserves, or capital improvements.

Strategic Goals: 2021-2022 Initiatives

Accomplishments

- Upgraded online retirement calculator for improved member experience
- Converted more than 2600 paper hardcopy retiree member files into searchable securely stored electronic records

Issues or Considerations

- Turbulent stock and bond markets may constrain near-term investment returns, and could lead to a need for higher employer and employee contributions
- Significant understaffing will need to be addressed with replacement hires to stabilize the workloads of existing staff

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Continue to work with IT department to streamline business practices and automate processes where possible
- Prepare hardcopy active and deferred member files for conversion into searchable securely stored electronic records

Racial Equity Action Plan (REAP) Goals

- Continue to distribute quarterly new TERS retiree satisfaction survey to ensure equitable treatment of all members
- Continue outreach efforts including New Employee Orientation, TERS Tidbits and Retirement Planning Sessions to ensure broad communication with all members
- Widely publicize TERS Board and Investment Advisory Committee openings as well as open staff positions in an attempt to generate a diverse set of qualified candidates

Resource Conservation & Climate Plan (RCCP) Goals

- Maintain hybrid work schedules for Retirement Department staff, reducing required commute travel
- Continue to hold LEOFF1 Police and Fire and TERS Board meetings in a hybrid format, allowing Board members to participate remotely and reduce commute travel as well as limiting the need for individual boxed lunches
- Ensure all Retirement Department staff complete online LinkedIn sustainability training to help them identify more sustainable choices at work and at home

Tacoma Public Utilities

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

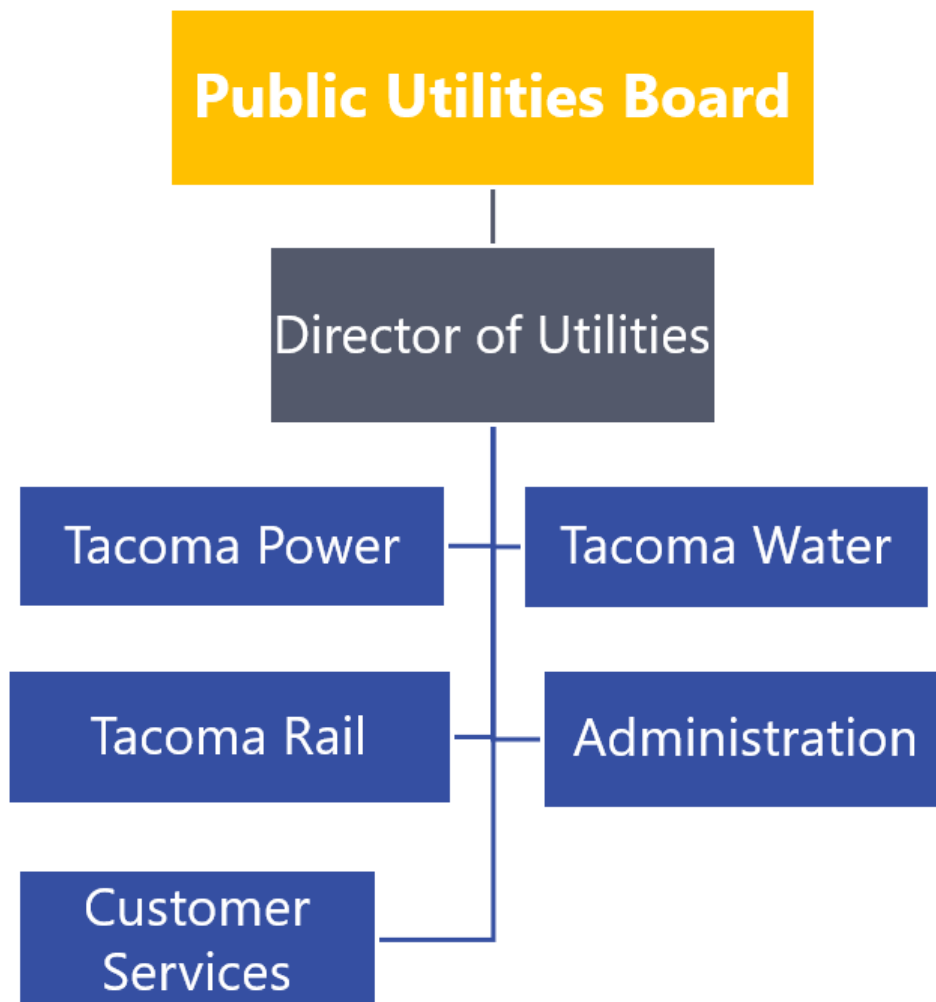
FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

Department Overview: Mission Statement

Tacoma Public Utilities (TPU) provides services that are vital to our quality of life.

Department Overview: Key Function Organizational Chart



Department Overview: General Summary

General Summary

TPU is comprised of all the services of Tacoma Power, Tacoma Water, and Tacoma Rail. Customer Services and Administration are internal service providers assisting the utilities in fulfilling their mission.

Tacoma Power

For over 125 years, Tacoma Power has used local hydro resources to generate energy and transmit and distribute electricity across our community. Tacoma Power is committed to providing high-value, competitively-provided products and services to its customers through the quality of its employees and the responsiveness that results from local ownership.

Tacoma Power serves more than 181,000 customers over a 180-square mile area, both inside and outside the city of Tacoma. A first-class environmental steward, almost 100% of power supplied to Tacoma Power customers is from carbon-free and renewable hydroelectric resources. Tacoma Power is also a leader in conservation and maintains some of the lowest power rates in the region.

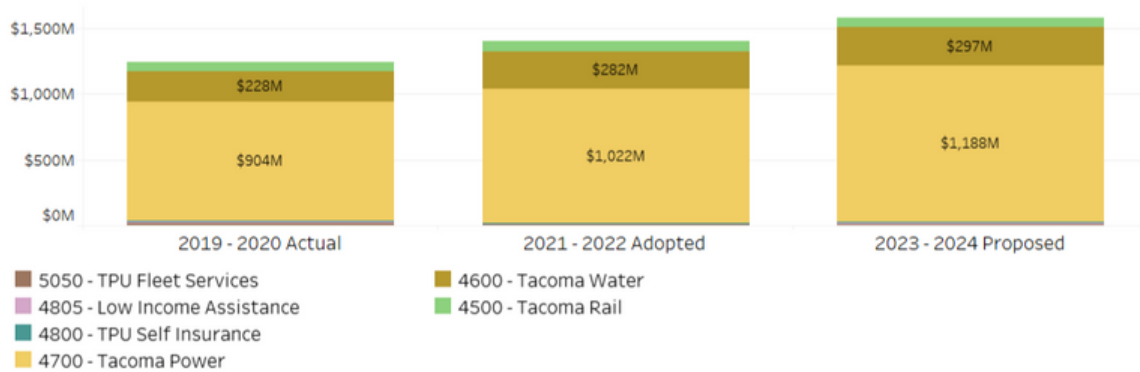
Tacoma Water

Tacoma Water has a proud tradition of operating and maintaining one of the country's oldest municipally owned water systems. Tacoma Water provides clean, reliable water at competitive prices with direct service to more than 300,000 people throughout Pierce and King Counties. Water supply is robust and of high quality benefitting from decades of source protection and substantial investment in treatment. The primary source of supply is the Green River and, along with groundwater rights, water resources are projected to meet growth and development needs of the service area for at least another 50 years. Tacoma Water cares for over \$1.2 billion original cost fixed assets and is committed to long-term asset and financial planning with strong environmental stewardship.

Tacoma Rail

Tacoma Rail provides safe, reliable, and efficient rail transportation solutions to support the continued economic development of Tacoma and the Puget Sound region. Tacoma Rail provides services that are vital to the economic health of its customers. It links more than 50 customers with North America and the world. Tacoma Rail provides rail freight service in western Washington, including important services to the Port of Tacoma. It is one of the busiest short-line railroads in the country in terms of revenue-generating freight movements, utilizing sixteen locomotives along approximately 140 miles of track.

Financial Overview: Financials by Fund

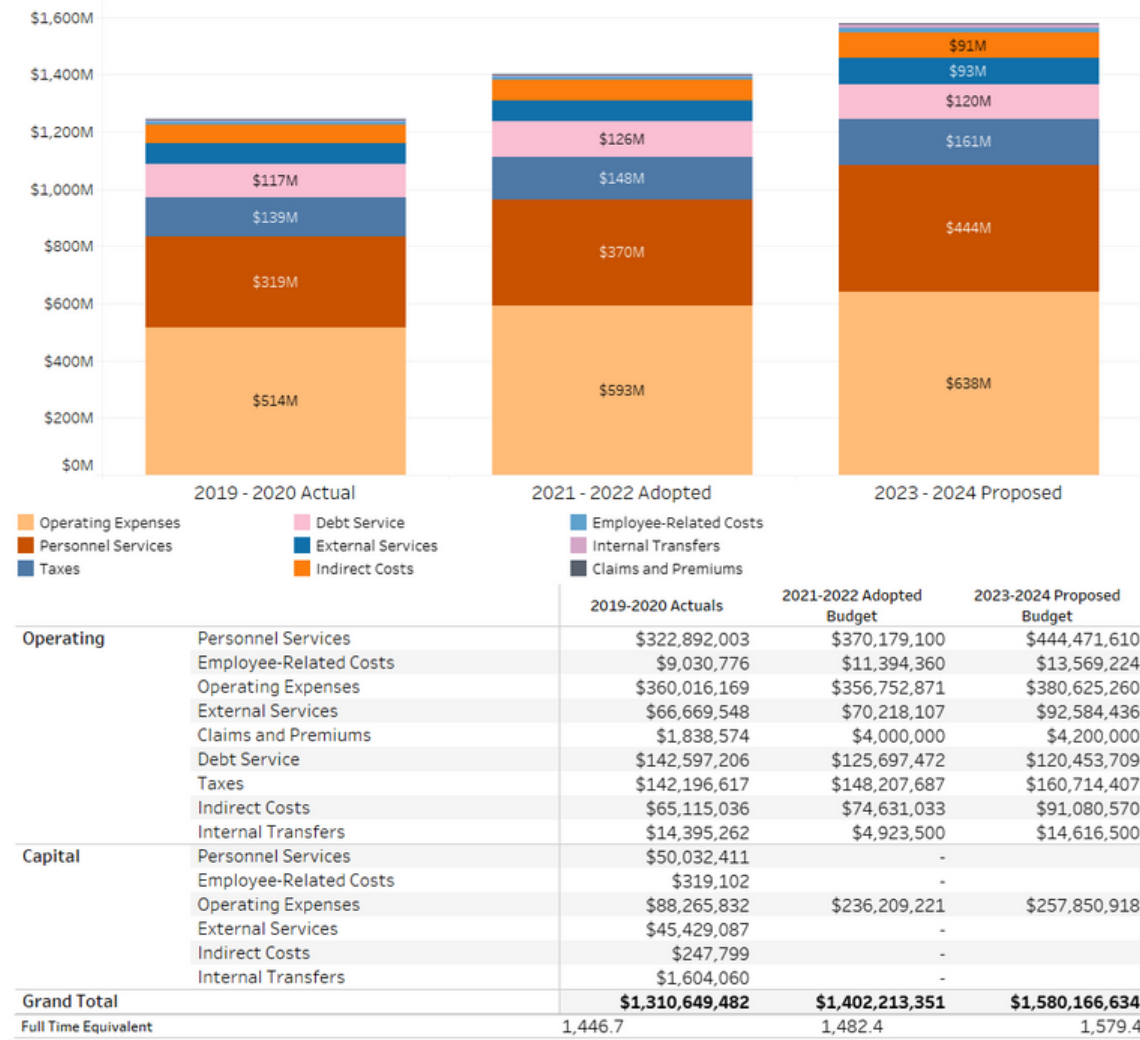


		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating	4500 - Tacoma Rail	\$64,337,246	\$71,351,658	\$64,537,615
	4600 - Tacoma Water	\$190,054,434	\$202,318,377	\$224,616,588
	4700 - Tacoma Power	\$846,910,774	\$872,516,175	\$1,008,647,937
	4800 - TPU Self Insurance	\$1,893,621	\$5,716,200	\$5,678,200
	4805 - Low Income Assistance	\$773,049	\$2,500,000	\$7,000,000
	5050 - TPU Fleet Services	\$20,782,067	\$11,601,721	\$11,835,376
Capital	4500 - Tacoma Rail	\$6,375,081	\$6,980,000	\$5,720,000
	4600 - Tacoma Water	\$55,331,223	\$79,331,221	\$72,751,918
	4700 - Tacoma Power	\$112,761,289	\$149,898,000	\$179,379,000
	5050 - TPU Fleet Services	\$11,430,698	-	-
Grand Total		\$1,310,649,482	\$1,402,213,351	\$1,580,166,634

Financials by Fund Summary

TPU is comprised of enterprises, including Tacoma Power, Tacoma Water, and Tacoma Rail, which are primarily funded through customer charges for services provided. Services include the provision of electricity and water to homes and businesses, as well as short-line rail services.

Financial Overview: Financials by Cost Category



Financials by Cost Category Summary

Personnel Services includes wages and benefits for nearly 1,580 employees who dedicate their time, expertise, and energy contributing to the valuable services provided by TPU.

Operating Expenses costs are essential to TPU operations and comprise a significant portion of expenses with more than half of the amount going toward purchasing power from the Bonneville Power Administration and other sources and operating Tacoma Power's hydroelectric generation resources. Debt Service is driven by the long-term and capital-intensive nature of the utilities. Additionally, Debt Service covers costs to finance long-term assets. TPU pays into the 5800-Internal Service Fund, like many other city departments, for centralized internal shared services. These payments appear as Indirect Costs. Additionally, TPU contributes to General Government revenues through gross earnings taxes, categorized as Taxes, which are applied to revenues generated by the utilities.

Personnel Complement Changes (+97.0)

POWER (+77.3)

2021-2022 Adjustments & Baseline Corrections

- Additional staff to support capital projects, increased development activity, and address workforce gaps (+20.0; *biennial average reflects a change of +10.0*)

2023-2024 Proposed Changes

Reinstating budget to existing positions:

- Construction & Maintenance and System Reliability (+8.5)
- Energy Imbalance Market (+1)
- Grounds Maintenance (+.75)
- Hydro Projects (+1.34)
- Technology Services (+2.5)

Adding positions:

- Pre-Apprenticeship Program (+5.5)
- Construction & Maintenance Work Planning (+1)
- Outage Management (+3)
- Conservation Programs (+2)
- Decarbonization and Electrification efforts (+2)
- Energy Imbalance Market (+1)
- New Services (+3)
- Safety (+3)
- Environmental Compliance (+2)
- Physical Security (+1)
- Cybersecurity (+1)
- Resource Planning (+1)
- Natural Resources (+14)
- Mayfield Lake Park (+.5)
- Asset and Project Management (+4)
- Rates & Planning (+3)
- Facilities Planning (+1)
- Change Management (+1)
- Instructional Design (+1)
- Network & Telecommunications Support (+2)
- Technology Support (+1)

WATER (+24.2)

2021-2022 Adjustments & Baseline Corrections

- Additional staff to address workforce gaps identified during reorganization (+8.0; *biennial average reflects a change of +4.0*)

2023-2024 Proposed Changes

- Positions to support preparing our workforce for the future and provide customers increased value (+4.0)
- Positions to improve systems, processes, and use of resources (+6.0)
- Positions to support span of control and workload for maintenance and construction (+7.0)
- Position to support protection of the Watershed (+1.0)
- Reductions (-1.84)

RAIL (-13.0)

2023-2024 Proposed Changes

- Added Fleet Manager, Assistant for locomotives (+1.0)
- Removed unfilled Rail Chief Mechanical Officer (-1.0)
- Reduction in vacant Railway Conductor positions (-9.0)
- Reduction in vacant Locomotive Engineer positions (-1.0)
- Reduction in vacant Railway Yardmaster positions (-1.0)
- Reduction in vacant Railway Track Maintenance Worker position (-1.0)

TPU SERVICE DIVISIONS (+8.4)



- Added System Administrator to support Public Disclosure program (+1.0)
- Real Property Services moved to General Government internal service fund (-7.3)
- Customer Services
 - Customer contact and lobby services (+7.4)
 - Billing and meter support (+3.0)
 - Technology enablement, training, and data analysis support (+4.3)

Financial Overview: Tacoma Power Financials by Program (1/2)

Division	Program	Proposed Budget
Power Management	Power Supply & Transmission	\$316,946,449
	Resource Operations & Trading	\$38,990,054
	Energy Research & Development	\$6,821,238
	Power Management Administration	\$6,038,150
	Resource Operations & Trading	\$4,913,528
	Power Energy Conservation	\$4,778,246
	Power Commercial/Indust & Tech Svc	\$4,597,381
	Resource Operations & Trading	\$3,750,290
	Resource Operations & Trading	\$3,275,769
	Power Energy Conservation	\$3,251,490
	Resource Operations & Trading	\$2,536,048
	Power Supply Planning & Marketing	\$2,441,029
	Power Supply Planning & Marketing	\$1,832,265
	Power Energy Conservation	\$1,557,994
	Power Energy Conservation	\$798,529
Power Administration	Power Und Csts	\$154,541,305
	Power Administration	\$107,589,819
Tacoma Power Operations	Power Current Fund Capital	\$179,379,000
Transmission & Distribution	TD Construction & Maintenance	\$28,025,429
	TD Construction & Maintenance	\$23,187,073
	TD System Planning & Operations	\$16,495,942
	TD Construction & Maintenance	\$8,626,376
	TD Electrical Services	\$6,848,416
	TD Engineering	\$5,340,037
	TD Construction & Maintenance	\$4,653,281
	TD Support Services	\$4,559,473
	TD Electrical Services	\$3,944,133
	TD Support Services	\$3,553,131
	TD System Planning & Operations	\$3,534,872
	TD Administration	\$3,498,104
	TD Construction & Maintenance	\$3,452,235
	TD Engineering	\$2,696,518
	TD Construction & Maintenance	\$2,639,757
	TD Engineering	\$2,471,914
	TD Engineering	\$1,975,121
	TD Engineering	\$1,428,029
	TD Electrical Services	\$1,097,069
	TD Construction & Maintenance	\$957,905
	TD Electrical Services	\$756,523
	TD Construction & Maintenance	\$659,782
	TD Administration	\$379,590
	TD Support Services	\$291,730

Financial Overview: Tacoma Power Financials by Program (2/2)

Division	Program	Proposed Budget
Power Generation	Generation Natural Resources	\$44,574,540
	Generation Plant Resource	\$12,100,220
	Generation Production Engineering	\$11,243,448
	Generation Administration	\$8,716,297
	Generation Plant Resource	\$7,551,966
	Generation Plant Resource	\$6,387,926
	Generation Extra Maintenance	\$5,556,906
	Plant Engineering & Services	\$5,506,945
	Plant Engineering & Services	\$3,171,886
	Plant Engineering & Services	\$2,622,642
	Generation Plant Resource	\$2,076,742
	Generation Plant Resource	\$1,605,667
	Generation Plant Resource	\$1,355,784
	Generation Plant Resource	\$1,293,433
	Generation Plant Resource	\$797,506
Power Utility Technology Services	Network and Communications Systems	\$6,335,509
	UTS Administration	\$5,774,978
	Business Processes and Solutions	\$5,369,341
	Network and Communications Systems	\$5,317,945
	AMI Program Office	\$5,053,062
	Operational Information Systems	\$4,919,018
	Service Management Office	\$4,346,225
	Operational Information Systems	\$3,786,167
	Project Management Office	\$2,839,678
	Analytics & Data Management	\$2,723,786
	Business Processes and Solutions	\$2,590,280
	Operational Information Systems	\$1,842,462
Shared Services	Facility Services	\$5,211,673
	Facility Services	\$4,887,435
	Facility Services	\$4,588,519
	Shared Services	\$3,656,730
	Shared Services	\$3,610,686
	Facility Services	\$3,234,656
	Shared Services	\$2,864,512
	Shared Services	\$2,788,537
	Facility Services	\$2,765,938
	Shared Services	\$2,246,462
Rates, Planning & Analysis	Pwr Rates & Forecasting	\$2,737,297
	Strat Asset Mgmt	\$2,234,166
	Financial & Business Planning	\$2,056,991
	Project Management Office	\$1,697,132
	Power Energy Risk Management	\$1,624,460
	RPA Management	\$1,250,358

Financial Overview: Tacoma Rail Financials by Program

Division	Program	Proposed Budget
Tacoma Rail Administration	Rail Administration	\$23,718,201
	Rail Administrative Support	\$2,723,364
	Rail Finance & Technology	\$1,657,546
	Rail Safety and Compliance	\$1,473,543
Tacoma Rail Operations	Rail Operations	\$24,409,884
Tacoma Rail Mechanical	Rail Administration (Supv) Assoc Crews	\$5,664,320
	Rail Repair & Maint of Locomotive Equip	\$4,633,872
Tacoma Rail Construction	Rail Administration (Supv) Misc Crews	\$2,824,434
	Rail Maintenance of Track & Equipment	\$1,917,164
	Rail Maint of Bldgs, Fixtures & Grounds	\$1,235,286

Financial Overview: Tacoma Water Financials by Program

Division	Program	Proposed Budget
Water Administration	Water Undistributed Costs	\$89,417,968
	Water Superintendents Office Admin	\$30,554,817
	Water Enterprise Safety	\$702,916
	Water Enterprise Strategy	\$363,755
Water Fund 4600	Water Current Fund Capital	\$72,751,918
Water Maintenance & Construction	Water Field Operations	\$27,130,551
	Water Field Operations	\$9,234,541
	Water Field Operations	\$2,482,732
	Water Planning & Logistics	\$1,355,207
	Water Planning & Logistics	\$1,163,693
	Water Maintenance & Construction	\$742,213
	Water Field Operations	\$195,361
Water Source Water & Treatment Ops	Quality & System Ops	\$6,536,297
	Quality & System Ops	\$4,594,986
	Quality & System Ops	\$2,871,751
	Watershed Services	\$2,455,587
	Watershed Services	\$1,678,801
	Water Source Water & Treatment Operation	\$819,567
	Quality & System Ops	\$505,528
	Watershed Services	\$475,812
Water Business Services	Water Operational Technology	\$8,383,145
	Water Analytics & Implementation	\$4,057,931
	Water Financial Stewardship	\$2,679,799
	Water Business Services	\$1,042,188
	Water Project Support	\$494,688
Water Planning & Engineering	Water Project Delivery	\$4,882,391
	Water System & Asset Planning	\$4,173,511
	Water Electrical & Control Systems	\$2,620,415
	Water Resources	\$1,330,139
	Water Treatment & Quality Planning	\$1,272,234
	Water Planning & Engineering	\$922,671
Water Customer & Employee Experience	Water Customer Experience	\$4,209,588
	Water Employee Experience	\$3,699,549
	Water Customer & Employee Experience	\$797,686
	Water Community Engagement& Conservation	\$768,574

Financial Overview: Other Financials by Program

Division	Program	Proposed Budget
TPU Fleet Services	TPU Fleet Shop	\$6,347,762
	TPU Fleet Admin	\$2,940,887
	TPU Capital Purchases	\$1,211,096
	TPU Fleet Parts	\$785,675
	TPU Fleet Motor Pool	\$546,033
	TPU Fleet Fuel	\$3,922
Low Income Assistance	Low Income Assistance	\$7,000,000
TPU Self Insurance	TPU Self Insurance	\$5,678,200

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$1,365,494,547	\$1,427,756,071	\$1,367,732,059	\$246,259,077	\$1,613,991,136
Full Time Equivalent	1,500.7	1,482.4	1,577.4	2.0	1,579.4

2023-2024 Proposed Initiatives

Ongoing	Add a Public Records Office Cloud Application Systems Administrator	226K
	Fund Annual Software License Fees for Case Guard Redaction Software	26K
Grand Total		252K

*Initiative totals may not match due to labor assumptions or internal services costs. Initiatives are only shown for the Public Records Office, which is a Citywide shared service. TPU otherwise manages a separate budget process that tracks proposed changes differently than General Government Departments.

Strategic Goals: 2021-2022 Initiatives

Tacoma Power

- Accomplishments
 - Joined the Energy Imbalance Market
 - Introduced new incentives for electric vehicles
 - Updated long-range financial plan
 - Partnered with Emergency Management team to create a safety video featuring vital components for emergency kits and encouraging people to plan for emergencies outside of work
 - Hosted in-house Equity 101 course for employees
 - Revitalized historical entrance to Cushman Substation
 - Advanced Meter Infrastructure deployment, in partnership with Tacoma Water
- Issues or Considerations
 - Inflation impacts on both labor and materials
 - Supply chain delays

Tacoma Water

- Accomplishments
 - Credit rating upgraded to A++ from S&P
 - Secured \$220M investment for Howard Hanson Dam, significant to salmon restoration
- Issues or Considerations
 - Ongoing impacts from 2020 budget development cycle
 - Workforce, inflation, and supply chain issues
 - Uncertainties

Tacoma Rail

- Accomplishments
 - Strategic Plan completed
 - New south intermodal yard service for the BNSF railway
 - New Tacoma Rail employee portal
 - New locomotive fueling facility
 - Enhances safety with Marine View Drive crossing signalization
- Issues or Considerations
 - Line haul volumes

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Deliver Safe, Equitable, Reliable and Affordable Services
- Provide Enhanced Bill Assistance to Those Who Need it Most
- Carefully Navigate Customer Arrearages
- Complete Advanced Meter Installation
- Enhance Customer Experience Enabled by Advanced Meter Capabilities
- Advance Decarbonization and Exhibit Environmental Leadership

Racial Equity Action Plan (REAP) Goals

- Enhance Bill Credit Assistance Program for income-constrained customers.
- Enhance engagement opportunities with Black, Indigenous, People of Color (BIPOC) communities.
- Increase language access for communities whose primary language is not English.
- Foster a culture that retains diverse, talented, engaged, and high-performing employees.
- Integrate equity and anti-racism into programs, studies, and internal practices.

Resource Conservation & Climate Plan (RCCP) Goals

- Include in the Integrated Resource Plan, analysis from Tacoma Power's Transmission and Distribution section investigating ways to upgrade or manage the distribution system to enable electrification.
- Using data from new advanced water meter infrastructure, communicate and educate residents and businesses about water consumption patterns and probable leaks.
- Actively partner with NW Seaport Alliance and Port of Tacoma to support zero emission technology innovation in marine, trucking, and rail sectors.

Tacoma Venues and Events

DEPARTMENT OVERVIEW: Mission Statement, Key Function Organizational Chart, General Summary

FINANCIAL OVERVIEW: Financials by Fund, Financials by Cost Category, Financials by Program, Proposed Initiatives

STRATEGIC GOALS: 2021-2022 Initiatives, 2023-2024 Initiatives

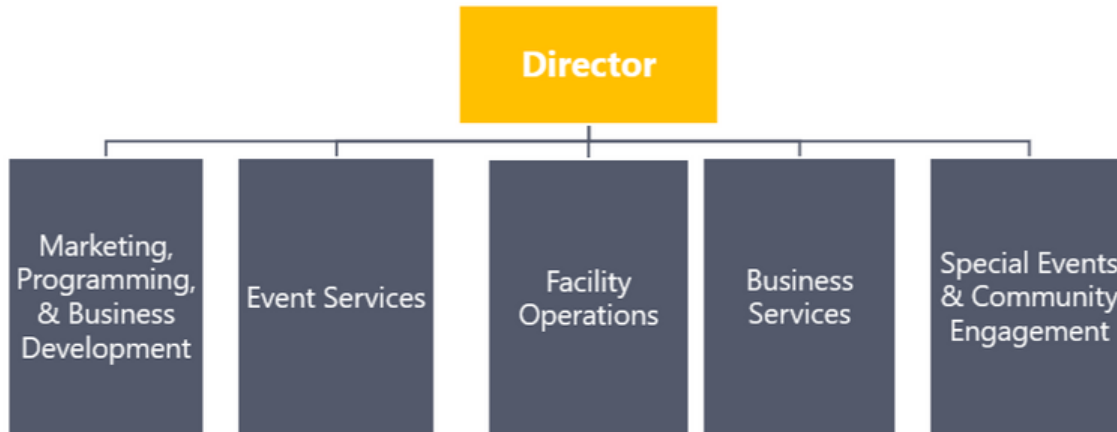
Department Overview: Mission Statement

Tacoma Venues and Events (TVE) enriches and advances Tacoma's quality of life and economic vitality through premier public venues, arts, cultural and entertainment opportunities. TVE is committed to diversity, equity, and inclusion in all programs, initiatives, and decision-making processes.

Better Together: Enriching Lives in Welcoming Spaces.

Values: Safety First | Legendary Experiences | Create and Innovate | Inclusion Matters | One Crew Built on Trust

Department Overview: Key Function Organizational Chart



Department Overview: General

General Summary

TVE is responsible for sports, entertainment, and meeting venues within the City of Tacoma, including the Tacoma Dome, Greater Tacoma Convention Center (GTCC), Cheney Stadium, Pantages and Rialto Theaters, and Theater on the Square. The venues host concerts, performances, public gatherings, sporting events, meetings, conventions, conferences, trade and consumer shows, and community celebrations. TVE also partners with Travel Tacoma/Mt. Rainier Tourism and Sports to promote both the GTCC and Tacoma as a destination, and to drive sporting events to the venues and the community.

Tacoma Dome

One of the world's largest wooden-domed structures, the iconic Tacoma Dome hosts events for up to 22,000 attendees. The City completed a \$32 million renovation in 2019 that included replacement of all seating, expanded restrooms, artists' quarters, and loading docks. This was the first major renovation of the Tacoma Dome since its construction in 1983, and improved many key features of the venue. However, many capital needs still exist to truly position the Dome for success in the competitive venue market of the Puget Sound region. TVE has strategically invested in staff and capital upgrades including COVID-related reopening requirements and enhanced safety and security measures and will continue to do so.

Greater Tacoma Convention Center

The Greater Tacoma Convention Center (GTCC) provides 119,000 square feet of contemporary event space, including the 50,000 square foot column-free exhibit hall and a 13,400 square-foot ballroom. GTCC aims to make Tacoma a destination for national, regional, state, and local conventions, meetings and events. The ability to attract these events is enhanced by the 2020 opening of the Marriott Tacoma Downtown, a 4-star 300+room hotel adjacent to GTCC. TVE Staff provides support for the Greater Tacoma Regional Convention Center Public Facilities District (PFD), a collaboration with Pierce County, Fife, Lakewood and University Place. The PFD collects a .033% sales tax rebate that supports GTCC operations and debt service.

Theaters

The City of Tacoma owns three theaters in downtown Tacoma: the Pantages, the Rialto, and the Theatre on the Square. Operations and maintenance are funded by the City and facilitated through an external management contract. Through an extensive RFP process, ASM Global, a world leader in venue management, was selected as the theater manager in 2021. The venues support Tacoma's Resident Arts Organizations, and provide live performances, educational events, festivals, and other programming that reflects the creativity and diversity of Tacoma. The City completed a \$13.6 million dollar renovation of the Pantages in 2020 that included new seating and support amenities.

Cheney Stadium

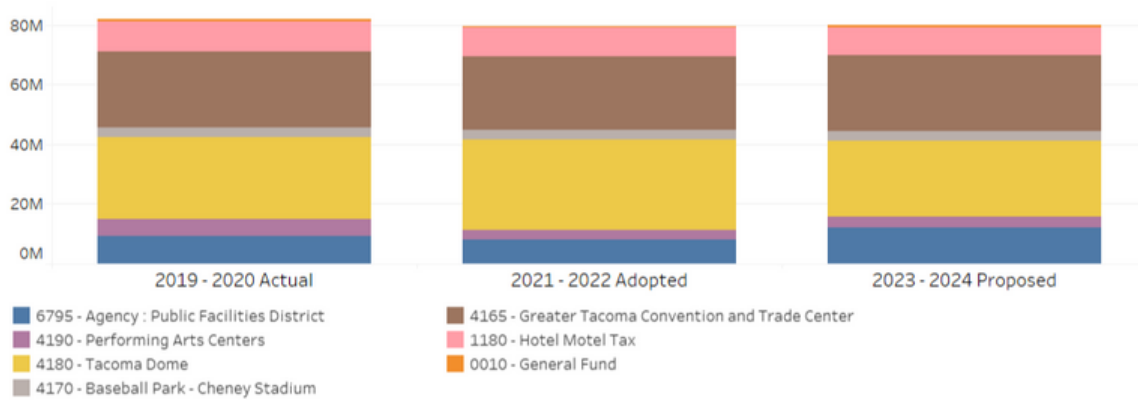
Cheney Stadium is home to the Tacoma Rainiers, the AAA affiliate of the Seattle Mariners Baseball Club. The 9,600 seat Stadium was renovated in 2011 and is operated by the Baseball Club of Tacoma/Rainiers on behalf of the City. The Stadium has also hosted games for the Tacoma Defiance Football Club of the United Soccer League and the Olympique Lyonnais Reign of the National Women's Soccer League. The Rainiers have invested in team-specific capital improvements in recent years, and the City provides funds annually to maintain facility infrastructure.

Special Events Program

The Special Events Program provides coordination of City resources for special event permit applicants and authorizes permission to produce events and support commercial filming in the City of Tacoma. Staff collaborates with Metro Parks Tacoma on public events such as the T-Town Family Fourth of July, and

coordinates funding for City-sponsored events. Staff provides support to the City's Events and Recognitions Committee which advises on City-hosted events and special recognition programs, including the Martin Luther King, Jr. Celebration and the City of Destiny Awards.

Financial Overview: Financials by Fund



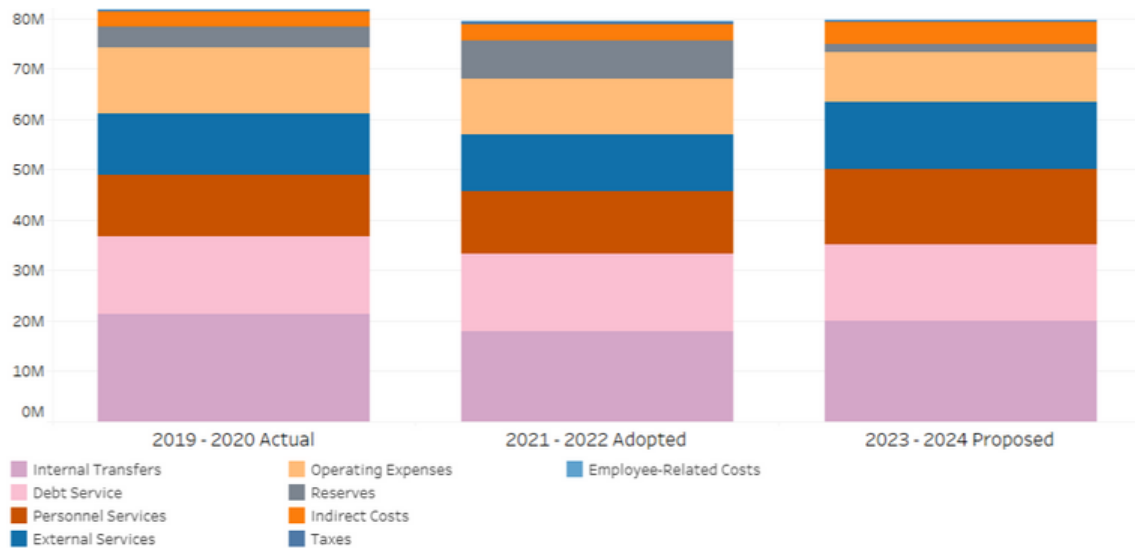
	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
0010 - General Fund	\$534,856	\$627,092	\$746,895
4165 - Greater Tacoma Convention and Trade Center	\$9,771,767	\$12,713,914	\$14,299,687
4170 - Baseball Park - Cheney Stadium	\$205,567	\$260,235	\$218,315
4180 - Tacoma Dome	\$21,457,937	\$30,258,870	\$25,417,624
4190 - Performing Arts Centers	\$5,004,146	\$3,095,728	\$3,605,001
1180 - Hotel Motel Tax	\$9,710,368	\$9,598,822	\$9,463,927
4165 - Greater Tacoma Convention and Trade Center	\$11,831,016	\$11,644,630	\$10,981,959
4170 - Baseball Park - Cheney Stadium	\$2,765,776	\$3,159,308	\$2,985,361
4190 - Performing Arts Centers	\$7,708	-	-
6795 - Agency : Public Facilities District	\$9,234,324	\$8,180,362	\$12,082,025
Grand Total	\$70,523,466	\$79,538,961	\$79,800,794

Financials by Fund Summary

Funding for TVE venues comes primarily from three sources directly associated with event operations. These sources include rental fees for use of venues and also include other event-related revenue activities including food and beverage, parking revenues, and ticket fees. Each venue managed by the department has its own fund to monitor and account for these revenues: 4165 tracks revenues generated at the Greater Tacoma Convention Center (GTCC), 4170 at Cheney Stadium, 4180 at the Tacoma Dome, and 4190 at the 3 theater venues (Pantages, Rialto and Theater on the Square). Two regional taxes--a sales tax collected by the Greater Tacoma Regional Convention Center Public Facilities District (PFD), tracked in Fund 6795, and a citywide tax on hotel and motel rooms, tracked in Fund 1180--are driven by activity in the GTCC and therefore support the venue. These funds transfer their collections to Fund 4165 to support operations and debt service at the GTCC. The General Fund supports two of the venue funds (Cheney Stadium and the Theater Fund) and helps support the Special Event permit program. This program is designed to support events that take place throughout the community that may require use of public spaces.

The 2023-2024 Proposed Budget maintains funding levels similar to the 2021-2022 Adopted Budget. This is due to the uncertain outlook for event bookings, as the economic effects of the Covid-19 pandemic are still felt in the tourism and event sectors. Increased revenue generated through events hosted at the Dome and GTCC have reduced reliance on the General Fund for operational support. The 2023-2024 Proposed Budget contemplates no additional requests of the General Fund for these venues. Cheney Stadium and the Theater venues, however, will continue to receive support from the General Fund. The Special Event program also receives its funding from the General Fund.

Financial Overview: Financials by Cost Category



		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget
Operating	Personnel Services	\$10,969,747	\$12,420,910	\$14,934,920
	Employee-Related Costs	\$104,693	\$153,760	\$153,760
	Operating Expenses	\$13,321,423	\$11,018,117	\$9,859,359
	External Services	\$8,179,609	\$11,253,063	\$13,130,579
	Claims and Premiums	\$15,000	-	-
	Debt Service	\$868,359	\$845,000	\$1,445,000
	Taxes	\$435,183	\$541,305	\$486,561
	Indirect Costs	\$2,934,513	\$3,322,444	\$4,185,911
	Internal Transfers	\$145,746	\$120,000	\$70,000
Non-Operating	Reserves	-	\$7,281,240	\$21,432
	Employee-Related Costs	\$1,274	-	-
	Operating Expenses	\$99,388	-	-
	External Services	\$19,844	\$5,000	\$5,000
	Debt Service	\$14,497,536	\$14,513,747	\$13,765,212
	Internal Transfers	\$18,931,150	\$17,728,172	\$19,950,538
	Reserves	-	\$336,203	\$1,792,522
Grand Total		\$70,523,466	\$79,538,961	\$79,800,794
Full Time Equivalent		52.3	53.0	54.5

Financials by Cost Category Summary

The outlook for events and tourism remains uncertain, as the effects of the COVID-19 pandemic are still felt in TVE's service areas. Accordingly, expenditures for TVE remain planned at a level similar to the 2021-2022 Adopted Budget. Events, while they generate revenue, also generate costs. A majority of the expenses in the External Services Category are directly tied to revenue-generating events. Personnel Services, Operating Expenses, and Debt Service are among the largest expenditure categories. Personnel Services increases in the 2023-2024 Proposed Budget due to anticipated market-rate adjustments in salary scale. Debt Service expenditures include payments for Cheney Stadium, the Tacoma Dome, and the Greater Tacoma Convention Center. Indirect Costs represent services provided by internal service departments, with an anticipated increase in 2023-2024 due to increased costs and investments in shared services.

Personnel Complement Changes (+1.5)

2021-2022 Adjustments & Baseline Corrections (+.5)

- Added Office Assistant (+1.0) for administrative management at the Tacoma Dome and Greater Tacoma Convention Center
- Reallocated portions of Administrative Assistant, Financial Supervisor, and Management Analyst to CED (-0.5)

2023-2024 Proposed Changes (+1.0)

- Add Deputy Director of Sales & Marketing (+1.0) as part of a Departmental re-organization

Financial Overview: Financials by Program

Operational	Division	Program	Proposed Budget
Operating	Convention Center	GTCC Events	\$3,518,450
		GTCC Business Administration	\$2,494,876
		GTCC Facility Operations	\$2,025,429
		GTCC Sales & Booking	\$1,982,672
		GTCC HVAC, Electrical & Conveyance	\$1,452,240
		GTCC Custodial	\$1,303,641
		GTCC Puplic Services & Security	\$753,927
		GTCC Marketing	\$631,788
		GTCC AV & IT Systems	\$98,603
		GTCC Food & Beverage	\$15,316
		GTCC Life & Safety Alarm Systems	\$13,986
		GTCC Grounds	\$8,759
	Tacoma Dome	Tacoma Dome Events	\$12,013,737
		Tacoma Dome Business Administration	\$4,070,837
		Tacoma Dome Facility Operations	\$2,363,188
		Tacoma Dome Security	\$2,175,417
		Tacoma Dome Marketing	\$1,207,201
		Tacoma Dome HVAC, Elect & Conveyan..	\$802,268
		Tacoma Dome Business Development	\$789,107
		Tacoma Dome Custodial	\$720,437
		Tacoma Dome Parking	\$432,620
		Tacoma Dome Sales & Booking	\$366,827
		Tacoma Dome AV & IT Systems	\$299,316
		Tacoma Dome Food & Beverage Servic..	\$63,821
		Tacoma Dome Self Promotion	\$57,400
		Tacoma Dome Life Safety & Alarm Sys..	\$27,888
		Tacoma Dome Capital Replace Reserve	\$21,432
		Tacoma Dome Grounds	\$6,127
	Theaters	Theaters Maintenance & Operations	\$3,605,001
	Cheney Stadium	Cheney Stadium Facility Operations	\$218,315
	Special Events	Special Events Facilitation/Managem..	\$604,335
		Special Events Permitting	\$142,560

Financial Overview: Proposed Initiatives

	2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Baseline Budget	2023-2024 Initiatives*	2023-2024 Proposed Budget
	\$70,523,466	\$79,538,961	\$79,909,163	(\$108,370)	\$79,800,794
Full Time Equivalent	52.3	53.0	62.0	(7.5)	54.5

2023-2024 Proposed Initiatives

Ongoing	Addition of Deputy Director of Sales and Marketing	371K
	Fund Community & Cultural Special Events Grants	75K
One-Time	Contribution to Reserves	1,612K
	Indirect Costs	54K
	Celebrate Tacoma Dome 40th Anniversary with Community Outreach, Marketing, and Community Event	150K
	Replace Tacoma Dome Radio Communication System	30K
	Updated Convention Center Cost Projections	(400K)
	Adjust Tacoma Dome Projected Revenue and Expenses	(480K)
	Reduce Convention Center Sales & Booking Expenditures to Align with Travel Tacoma Contract	(750K)
Grand Total		661K

*Note that initiative totals may not match due to labor assumptions, internal service costs, contributions to reserves, or capital improvements.

Non-Operating	Convention Center	Public Facilities District	\$12,082,025
		Tourism & Convention	\$9,463,927
		Convention Center 2013 LTGO	\$6,719,600
		GTCC Debt	\$1,897,047
		GTCTC 2015A LTGO Refunding Bonds	\$1,879,725
		GTCC Debt	\$449,120
		Convention Center 2010B LTGO	\$36,467
	Cheney Stadium	Cheney 2009 Bond Financing	\$2,783,253
		Cheney Capital Repair and Replacement	\$202,108
Grand Total			\$79,800,794

Strategic Goals: 2021-2022 Initiatives

Accomplishments

Tacoma Dome

- 2019: 150 event days; 630k attendees; 10 sold out shows; \$16.8M Gross Rev
- \$10M funding received from Shuttered Venue Operators Grant
- Portion of \$2M CARES Act Funding utilized for Health & Safety Upgrades
- Global Biorisk Advisory Council STAR Facility Accreditation Achieved
- 2021-2022 Community Events Hosted: Testing & Vaccine Clinics; Blood Drives; Potato Giveaway (200k lbs)

Greater Tacoma Convention Center

- \$150M Marriott Tacoma Downtown Hotel Opened November, 2020
- Primary non-event funding sources stable – Regional Sales Tax & Hotel/Motel Tax
- 2021 new bookings at 600% of 2020 with new room nights at 400%
- Portion of \$2M CARES Act Funding utilized for Health & Safety Upgrades
- Global Biorisk Advisory Council STAR Facility Accreditation Achieved

Tacoma Theaters

- Transfer Management to ASM Global September, 2021
- Return of all Residents Arts Organizations for 2021-2022 Season

Special Events

- Converted community event grant funding to competitive solicitation process focused on equity and diversity throughout the City.

Issues and Considerations

- Climate Pledge Arena - \$1.15B investment opened in October 2021 creates major competition for Tacoma Dome
- Tacoma Dome District redevelopment: Entertainment District, parking, traffic management
- Continued growth of the T-Town Family 4th
- Staffing Challenges
- Supply Chain Limitations
- Theater Equipment Replacement
- Unfunded capital needs:
 - Dome: HVAC, concourse restrooms, concessions, elevators, electrical, Exhibition Hall
 - Rialto and Theater on the Square deferred maintenance and modernization
 - Cheney Stadium capital maintenance including field replacement

Strategic Goals: 2023-2024 Initiatives

Operational Goals

- Continue the return to business for Dome and GTCC.
 - Establish new baselines for standard Dome volume of business in 2024.
 - Establish new baselines for GTCC sales success in 2024 with understanding of new KPI's for business in 2025 and beyond.
- Create strong community outreach and connections
 - Focus on cultural organizations & special events throughout the City
 - Create opportunities for education, engagement, and activation
- Invest \$88.4 million in capital infrastructure by 2025
 - Progress: \$35.2 million invested through 2021. Est. \$6 million in 2022-2023.
- Increase the number of events at the Tacoma Dome and Convention Center 25% by 2025
 - Progress: 19% more events at Tacoma Dome and 12% more events at Convention Center in 2019 versus 2018. 90%+ drop in events in 2020-2021 due to pandemic. Events slowly returning in both venues.
- Raise the overall customer experience ratings on satisfaction surveys 10% by 2025
 - Progress: Near 4.8 target value with a 4.52 rating in 2019. No measurable data in 2020-2021. Starting to rebuild data in 2022.

Racial Equity Action Plan (REAP) Goals

- TVE Represents the Community It Serves and Reflects the Diversity of Tacoma.
- Community is engaged and involved in TVE Sponsored boards, commissions and committees, and city-funded organizations and events reflect the community.
- TVE will increase the diversity of programs receiving City funding.

Resource Conservation & Climate Plan (RCCP) Goals

- Convert interior & exterior Dome lighting to LED
- Create a depaving and landscaping program for areas around the Tacoma Dome & surrounding parking lots
- Re-evaluate TVE current sustainability efforts, including creating HVAC standard operating procedures and reviewing options for recycling and waste sorting.

FUND SUMMARIES



Summary of Financial Policies

This is a summary of some of the City's key financial policies. The City's financial policies are intended to guide the City in meeting both its immediate and long-term objectives. These policies recognize that:

- The City is accountable to its citizens for the use of public dollars.
- Structurally balanced budgets are critical for the City to maintain its fiscal integrity.
- All activities supported by the City must function within the limits of its financial resources.
- These policies are applied over periods of time extending well beyond the current budget period.

Budget and Contingency Policies

To maintain financial stability, a budget showing that revenues and other financing resources meet or exceed expenditures will be prepared and adopted by the City Council. A fiscally sound budget will include the following:

- An adopted budget that will fund recurring operating expenditures with recurring operating revenues.
- The Contingency Fund may be funded at the beginning of each biennium in an amount not to exceed \$3 million. The 2023-2024 Proposed Budget includes a contingency fund appropriation of \$500,000.
- General Fund revenue and expenditure forecasts will include two bienniums beyond the Budget period to create a six-year forecast. The projection will provide insight into whether the current mix and level of resources are likely to continue to be sufficient to cover current service levels and to provide for long-term strategic planning.
- The City-operated utilities should show positive net operating results.

Reserve Policies

In concert with the City's other financial policies, the City's Reserve Policy serves as an important tool to guide the use of City resources in meeting the City's financial commitments and provides a framework for addressing unexpected future events in a fiscally prudent manner. It is the intent of the City to provide a stable financial environment for which its citizens can depend on a consistent and quality level of service and for planned future expenditures. The purpose of the Reserve Policy is to assist the City to remain a financially stable organization by maintaining appropriate reserves. Adequate reserves mitigate the effects of significant economic downturns, unanticipated reductions in revenue, help address unexpected emergencies such as weather-related events and other natural disasters, catastrophic events, and can be used to pay some legal judgments and settlements against the organization.

General Fund Reserve Policy

The General Fund is the main operating fund that pays for general services provided by the City. The General Fund accounts for all general revenues of the City and for expenditures related to the rendering of the City's general services. The General Fund is considered to have a high level of risk to operations due the following factors:

- Dependence on revenue streams that are inherently volatile and susceptible to economic downturns, revenue reduction impacts, and/or are limited in their ability to grow.
- The General Fund is the main funding source when responding to unexpected events or emergencies.
- The General Fund is one of the main sources of liquidity for the City.
- The General Fund supports many other funds of the City.

Consideration of potential risks and other drivers influence the targeted minimum level of the Reserve Balance that should be maintained. The Government Finance Officers Association (GFOA) recommends no less than two months of operating expenditures be held in reserve in the General Fund unrestricted budgetary fund balance.

The City desires to maintain a prudent level of reserves based on the City's risk profile, revenue considerations described above, liquidity needs, and the City's desire to maintain strong bond ratings to minimize borrowing costs. The City's General Fund Reserves shall be comprised of the following sub - funds:

- **A General Fund Reserve Sub-Fund** – the minimum level for this fund shall be 16.7% of General Fund expenditures. Use of this reserve requires super majority plus one vote of the City Council. No more than one third of the fund balance available in the sub-fund shall be expended within any single year. Should the reserve level fall below its required minimum, a plan will be formulated and adopted to replenish the minimum required amount within a two year period. Use of the General Fund Reserve is limited to catastrophic events.
- **An Emergency Reserve Sub - Fund** – a balance may be maintained at a target of 5% of the General Fund expenditures. Use of this reserve requires Super Majority vote of those City Council members present at the meeting for which the proposed use is voted. Use of this fund shall be limited to responding to emergencies, including but not limited to:
 - economic cycles or downturns
 - Unpredicted volatility in revenue sources
 - revenue reductions due to State or Federal actions that impact the current level of services,
 - adverse weather conditions such as snow storms, flooding, wind storms, drought, extreme heat, wild fires, or other weather related phenomena
 - Other emergencies that could not have been readily predicted or foreseen, including catastrophic events
- **A Contingency Reserve Sub - Fund:** a balance may be maintained at a target of 5% of the General Fund expenditures. Use of this reserve requires majority vote of City Council members present at the meeting for which the proposed use is voted. When using these funds, focus should be given to projects that have an impact on addressing equity and that support the needs of vulnerable community members. Use of this fund shall be limited to one-time expenditures, including but not limited to:
 - identified deferred maintenance needs that may not otherwise have an identified funding source or are an emergent need to repair or replace,
 - specific capital projects that may otherwise not be accomplished through other funding sources,
 - legal judgments or settlements
 - one-time projects or programs that do not have other dedicated funding,
 - Other such one-time uses as may be determined, and/or other one-time expenditures that could not have been readily predicted or foreseen, including catastrophic and emergency events

Funding Level Review

Reserve levels shall be monitored throughout the year. Adjustments to reserve amounts shall be considered if reserve levels are below the required minimum or target levels, are projected to be below the required minimum or target levels, otherwise significantly change, and/or it would be prudent to increase amounts in reserves based on the outlook of future events. At a minimum, adjustments to reserve levels should be confirmed at the adoption of the biennial budget and all budget amendments. Reserve levels should be reviewed at any time as may be necessary given changes in economic data or other factors.

Use and Replenishments of Funds

Use of the General Fund Reserve shall follow the process outlined below:

If there is a catastrophic emergency that requires the use of General Fund Reserve sub-fund, funds shall first be drawn from the Contingency Reserve Sub-Fund until there are no longer any remaining funds. Next, funds shall be drawn from the Emergency Reserve Sub-Fund until there are no longer any remaining funds available. If additional funding is still required to address the catastrophic event, a supermajority vote plus one of all City council members will be required to use any funds within the General Fund Reserve sub-fund. No more than one third of the required minimum amount shall be expended within any single year.

Replenishment or funding of reserves shall follow the process outlined below:



Any available funds shall first flow to the General Fund Reserve sub-fund to maintain the required minimum level of 16.7%. After the required minimum level of the General Fund Reserve Sub-Fund has been met, funds may flow to the Emergency Reserve Sub-Fund to meet the target level of 5%. Once a determination has been made for the appropriate amount in the Emergency Reserve Sub-Fund, funds may flow to the Contingency Reserve sub-fund to meet the 5% target level. Amounts in excess of the required minimum level or target levels may be held in each respective reserve sub-fund.

The Finance Director may develop procedures in addition to this policy for the use and/or replenishment of reserves.

Utility Working Cash Balances

City-owned utilities will maintain working cash balances in the following amounts:

Utility	Minimum Working Cash Balances Equal To:
Tacoma Power	90 days of budgeted expenditures
Tacoma Water	60 days of budgeted expenditures
Tacoma Rail	60 days of budgeted expenditures
Tacoma Wastewater	60 days of budgeted expenditures
Tacoma Surface Water	60 days of budgeted expenditures
Tacoma Solid Waste	60 days of budgeted expenditures

Revenue Policies

Service demands require that an adequate revenue stream be maintained. A diversified and stable revenue structure will be maintained to shelter the City from fluctuations in any single revenue source. City funds will be prudently invested to provide for safety of the principal amounts invested, sufficient liquidity to meet cash flow needs and finally to provide interest earnings. The following will serve as guidelines for maintaining the City's revenue stream:

- The City will seek to avoid dependence on temporary or unstable revenues to fund basic municipal services.
- The City will work to ensure that it receives its fair share of available state and federal revenues.
- The City will actively protect current revenues received from State and Federal sources.
- The City will actively oppose state and federal legislation that will mandate costs to the City of Tacoma without providing a revenue source to offset those mandated costs.
- The City will diligently collect due revenues and ensure compliance with revenue regulations.
- User fees to the extent appropriate for the character of the service and its user should recover full costs, including all direct costs, capital costs, department overhead, and citywide overhead.
- The City will seek opportunities to generate revenues by providing services to other local jurisdictions and will ensure the City is fully compensated for the actual cost of service provision.

Accounting And Financial Reporting Policies

The City will maintain its accounting records in accordance with state and federal law and regulations. Budgetary reporting will be in accordance with Washington State budget laws and regulations. The City will annually report its financial condition and results of operations in accordance with state regulations and generally accepted accounting principles (GAAP).

As an additional, independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association (GFOA) Certificate of Achievement in Excellence for Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR). The CAFR will be

presented in a manner designed to clearly communicate to citizens the financial affairs of the City. In addition to the citywide CAFR, each utility with outstanding bonded indebtedness shall prepare a separate, audited Component Unit Financial Report (CUFR). Reports outlining the status of revenues and expenditures shall be done monthly and will be distributed to the City Council, City Manager, Director of Public Utilities, department directors, and any interested parties.

Audit Policies

The City's Comprehensive Annual Financial Report (CAFR) will be audited annually by the Washington State Auditor's Office as required by State law.

In addition to the annual audit of the CAFR, each utility fund with outstanding revenue bonds will receive a separate audit of their Component Unit Financial Report (CUFR) from an audit firm with expertise in their industry.

The City will also contract for other external audits when deemed necessary for the City's operations. Audit advisory, oversight, and liaison functions are the responsibility of the Government Performance and Finance Committee. The Committee will be supported in these functions by an Audit Advisory Board consisting of the four members of the Government Performance and Finance Committee, two members appointed from the Public Utilities Board, and one citizen member.

Debt Policies

The City of Tacoma has adopted the following Debt Policies, which are intended to apply to all forms of long-term debt including voted bonds, non-voted bonds, revenue bonds, interfund loans, and conduit debt. The intent of the City Council is that the City shall manage its long-term debt in a manner designed to utilize its credit to optimize City services while balancing overall debt levels and annual debt service obligations. The City recognizes that prudent use of its credit can both facilitate construction of essential capital improvements and serve as a method for sharing the costs of those improvements between current and future beneficiaries.

General Obligation and Non-Utility Debt

Debt not to be used for Operating Expenses: When considered necessary, long-term debt may be used to provide for capital acquisitions and construction. Long-term debt will not be used to fund operating expenses except in extraordinary circumstances as authorized by the City Council. This policy recognizes that some City staff costs such as project engineers are integral to the capital projects and are reasonably chargeable to bond fund proceeds.

Term of Debt: Long-term debt will be structured in a manner so that the life of the debt does not exceed the expected useful life of the asset being funded by the debt. To the maximum extent possible, the City will fund its capital needs on a pay-as-you-go basis.

Method of Sale of Bonds and Notes: It is the City's policy to sell debt through a competitive sale unless there are clearly expressed reasons for selling debt through a negotiated process. This policy does recognize that a negotiated sale may be in the City's best interests when refunding an existing bond issue or when unusual conditions exist that may make it difficult for the marketplace to reasonably evaluate the risks of the bonds being sold. Whenever a negotiated method of sale is being recommended to the City Council, the justification and rationale for not using a competitive sale must be clearly explained.

Refunding Bonds: As a general rule, existing bonds will not be refunded through the issuance of refunding bonds unless the refunding plan will achieve a net present value savings of at least 5%. As an exception to this general rule, bonds may be refunded to obtain more favorable covenants when it is clearly in the City's interests to do so.

Legal Limitation of Indebtedness: The City will utilize general obligation (GO or "Voted") and Limited Tax General Obligation (LTGO or "non-voted") debt authority prudently. The Finance Department will annually calculate the City's Constitutional Limit of Indebtedness and monitor the City's outstanding debt to avoid exceeding the constitutional limits.

Reserve of Debt Authority: At a minimum, the City will maintain at least 10% of its legal limit of Non-Voted General Purpose Indebtedness (LTGO) as a reserve for emergencies.

Preservation of Credit Rating: The City will carefully consider the future fiscal impacts of incurring additional long-term debt and will recognize the implicit, additional future costs of any debt issuance that adversely impacts the City's credit rating.

Use of Revenue Debt Whenever Possible: The City recognizes that its ability to pledge its taxing authority as security for debt is a limited resource that should be preserved whenever possible. Therefore, whenever the improvement being financed with debt is expected to produce off-setting revenues that can be used to secure all or part of the debt in lieu of a pledge of the City's taxing authority, that revenue should be used to secure the debt to the maximum practical extent to minimize usage of the City's limited voted and non-voted debt capacity. For example, in financing a parking structure expected to produce net revenues for the parking system, revenue bonds secured by parking system revenues should be used to the maximum practical extent to finance the improvement.

Internally Financed Debt: In accordance with the City's Investment Policy, the City can invest in its own bonds and notes to a maximum of 5% of the City's investment portfolio. State law also permits the City to make inter-fund loans when it is prudent to do so.

Utility Debt

Each rate-based utility will adopt a capital financing policy, which allocates capital financing needs between debt and pay-as-you-go use of current revenues. When it is determined that issuance of debt is needed for capital construction, debt will be secured solely by a pledge of rate revenues and will not utilize any general pledge of the City's taxing authority except in extraordinary circumstances approved by the City Council.

Conduit Debt

The City can permit itself to be used as a conduit for debt secured by others where law or regulation requires such an arrangement and where the City is not, in any way, contingently liable for the repayment of debt. The chief example of conduit debt is Local Improvement District (LID) debt where the City sells bonds on behalf of property owners benefited by the LID. LID bonds are repaid solely by special property tax assessments on benefited properties. For another example, the City serves as a conduit for Economic Development Bonds issued by the Economic Development Board in support of private development as authorized by State laws and repaid solely by those businesses.

Insurance Policies

The City shall maintain a Self-Insurance Program Claim Fund, Unemployment Compensation Self-Insurance Fund, Self-Insurance Workers' Compensation Fund, and Public Utilities Self-Insurance Fund.

There will be sufficient premiums paid annually by the insured City departments to cover all of the actuarially estimated current claims, plus eliminate any prior claims, fund deficiencies as scheduled by the actuary, and build up individual departments' reserve accounts to the actuarially recommended levels.

Any transfer, appropriation, or expenditure of funds deposited in the Self-Insurance Program Claim Fund for any purpose other than those set forth in Ordinance No. 20909 shall require unanimous approval of the City Council.

The City will periodically review the insurance market to determine whether to self-insure or purchase commercial insurance.

Utility Fund Rate Projection Policies

Utility rate studies shall be conducted at least every five years to update assumptions and ensure the long-term solvency and viability of the City's utilities.

Utility rates shall be reviewed at least biennially and necessary adjustments shall be made to reflect inflation, construction needs, and to avoid major rate increases.

Rates should be adequate to ensure reliable, competitive-priced services for customers. Net revenues in excess of both legal requirements and minimum working cash balances should be used to minimize future rate increases, fund approved capital projects, retire high cost debt, and augment fund reserves established to reduce ratepayer risk.

Note: The policies of the Public Utility are outlined in the Financial Sustainability (<https://www.mytpu.org/wp-content/uploads/SD2-Financial-Sustainability-Final-7-24-19.pdf>) and Rates (<https://www.mytpu.org/wp-content/uploads/SD3-Rates-Final-7-24-19.pdf>) Strategic Directives, adopted by the Public Utility Board in August 2019. The Environmental Services Department financial policies are contained in Resolution 35288 (<https://cityoftacoma.legistar.com/LegislationDetail.aspx?ID=1842072&GUID=72531B82-6E41-4DFF-8FF8-D1D0C5787DE5&Options=ID|Text|&Search=35288>) and were adopted by the City Council in September of 2001.

Capital Budget Policies

The major sources of funding for the capital budget are revenues, grants, and debt. Financing planned capital replacement costs is an ongoing challenge. It involves evaluating capital assets, estimating their expected useful lives, projecting replacement costs, examining financing options, determining bonding levels, estimating user fees/tax levies, and evaluating the impact on property owners/stakeholders. Estimating future needs well in advance helps the City develop practical strategies for meeting future demands. Preparing for the challenges of infrastructure replacement or enhancements demands a long-term view of replacement needs in an effort to:

- Ensure that the City's infrastructure is improved to meet the community's expectations and that there is no further growth in aggregate dollar amount of deferred maintenance.
- Moderate changes in tax levies and user fees.
- Manage debt levels.
- Predict and carefully plan for future debt issuance.
- Provide stable revenues.
- Limit the use of special assessments to finance replacement costs.

In general, sharp changes in tax levies and user fees are unacceptable to residents, business owners, and elected officials. In order to provide stability, the City will:

- Develop a six-year capital planning and financing system for use in preparing a multi-year capital plan for adoption by the City Council as required by the Growth Management Act of Washington State.
- Assign the responsibility for coordinating and preparing the City's Capital Facilities Program to the Office of Management and Budget.
- Consider long-term borrowing as an appropriate method of financing large capital projects that benefit more than one generation of users.

Appropriating The Capital Budget

Unlike the operating budget, which sets appropriation levels for the two years of the upcoming biennium, the capital budget establishes multiyear or long-term appropriation authority. Budgetary control, the level at which expenditures cannot legally exceed the appropriated amount, is exercised at the fund level. The capital budget approved by City Council establishes the appropriation or spending authority for the duration of all projects residing in each capital fund. Amounts approved will not lapse and will remain until expended for the intended purpose or unencumbered by a future ordinance.

Capital project and grant appropriations lapse when the project or grant activity is completed. For open projects, any unspent appropriations at biennium end will not lapse and will be carried over to the next biennium without further Council action.

Amendments to a capital fund budget may be initiated for any the following reasons:

- To appropriate new projects as approved by the City Council.
- To appropriate additional expenses as a result of new funds or use of reserves.
- To transfer funds between projects that have a similar purpose.

- The Office of Management and Budget shall perform an annual review of all capital projects and provide status updates to the City Council. The review will include capital budget amendments.

Summary of Investment Policy

The City Charter creates a Finance Committee composed of the Mayor, Finance Director, and the City Treasurer. The Finance Committee is charged with overseeing the City's investments and has adopted Investment Policies to guide the City Treasurer in investing City funds. The following is a brief summary of those policies:

- The City will strive to maximize the return on its investments with the primary objective of preserving capital in accordance with the City's ordinances and prudent investment practices including diversification requirements.
- Disbursement, collection, and deposit of funds will be managed to ensure needed cash availability.

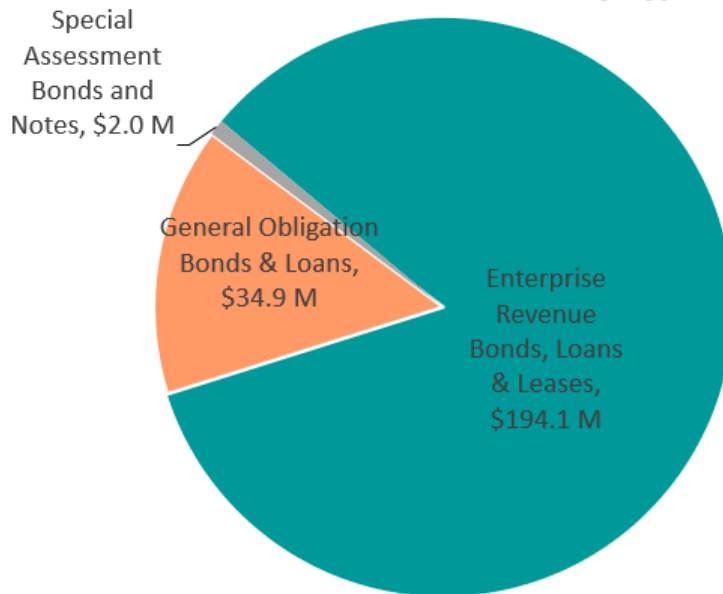
Intergovernmental Revenue Policies

Other governments influence many service costs of the City, either because of service overlaps or mandates imposed by the federal, state, or county governments. The City should take advantage of opportunities to enhance services through intergovernmental cooperation, shared revenues, or grants.

- For planning purposes, all grants will be treated in the same manner as other temporary and uncertain resources and will not be used to fund ongoing, basic service needs.
- Appropriate City staff, including Finance, City Attorney's Office, and sponsoring department will review agreements to ensure compliance with state, federal, and City regulations.
- The City will budget expenditures for grant-funded programs only after receipts of grant award or letter of commitment and only for the amount of the grant award. City overhead or indirect costs for grant-funded programs may be included in all grant proposals, where permitted.
- The City will aggressively oppose state or federal actions that mandate expenditures that result in the reallocation of local resources, without local control (i.e., unfunded mandates). The City will pursue intergovernmental funding to support the incremental cost of those mandates.

Debt Services

2023-2024 Debt Service by Type



The 2021-2022 Proposed Biennial Budget includes expenditures related to debt service, which includes payments of principal and interest toward different types of debt. These types are outlined below.

General Obligation Debt

General Obligation

General Obligation (GO), also called General Purpose, debt is backed by the full faith and credit of the City. GO bond proceeds and loans are used to finance capital improvements (i.e. municipal buildings or improvements required for public safety purposes) and may be incurred in two ways: with or without a vote of the people. The City may incur more debt with a vote of the people than without voter approval. Debt that is approved by a vote of the people is called Unlimited-Tax General Obligation (UTGO) and debt that does not require voter approval is called Limited-Tax General Obligation (LTGO). The City has UTGO and LTGO debt.

Revenue and Internal Loans

Revenue

Revenue debt is not backed by the full faith and credit of the City, but by revenues collected by the issuing entity. These bonds and loans are generally used to finance public facilities or infrastructure for proprietary functions of the City including the delivery of power, water, sewer, and solid waste services. The revenue from these functions is then used to repay the debt. The City has numerous revenue bonds and loans used to pay for Parking, Convention Center, Wastewater, Surface Water, Solid Waste, Power, Water, and Rail projects.

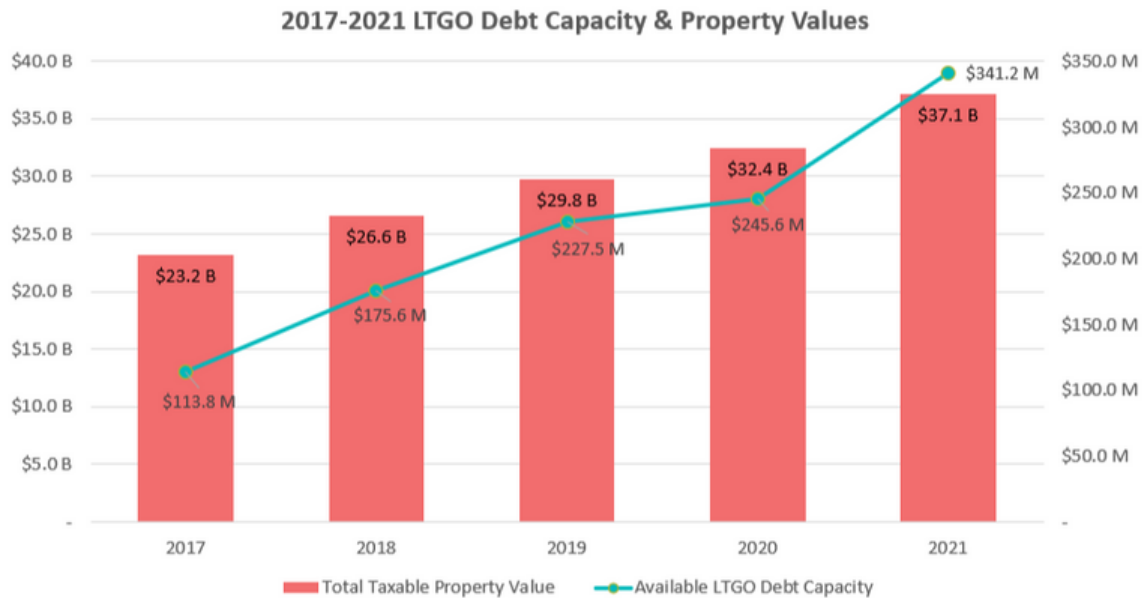
Internal Loans

Internal loans are used when one fund of the City borrows from another. The debt is paid back, with interest, per the debt schedule. It does not impact the debt capacity of the City but is included in the Debt Service category for budget reporting.

Constitutional Limit of Indebtedness

General Obligation Indebtedness

The Revised Code of the State of Washington sets limits on the amount of debt that a jurisdiction can lawfully incur for GO indebtedness. The total General Obligation Indebtedness cannot exceed 2.5% of the Total Taxable Property Value (i.e. Assessed Value (PV)). Non-voted General Obligation Indebtedness (LTGO) may be up to 1.5% PV only if voted General Obligation Indebtedness does not exceed 1% of PV.



A calculation is performed annually in the Comprehensive Annual Financial Report, which determines the City's legal capacity to issue debt for the acquisition of capital assets or the completion of capital projects. In addition to limitations in the state code, the City's Financial Policies require the maintenance of a reserve of 10% of LTGO debt capacity. The 2020 calculation set the total capacity at a little over \$258 million. After reserves and outstanding debt are taken out, almost \$210 million remains for usage.

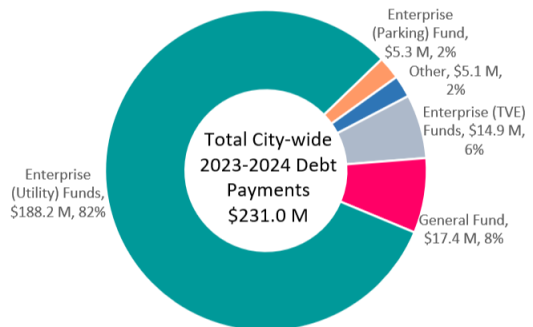
*Note that there is no available data yet for debt capacity in FY2022.

Debt by Funding Source

Fund/Funding Source	2023 Principal	2023 Interest	2023 Total	2024 Principal	2024 Interest	2024 Total
Enterprise (Parking) Fund						
4140 - PWE Parking Operating	2,452,002	219,013	2,671,016	2,519,963	150,147	2,670,110
Enterprise (Parking) Fund Total	2,452,002	219,013	2,671,016	2,519,963	150,147	2,670,110
Enterprise (TVE) Funds						
4165 - PAF Convention Center	3,475,309	1,868,412	5,343,720	3,621,134	1,717,105	5,338,239
4170 - PAF Cheney Stadium	510,000	867,871	1,377,871	565,000	840,382	1,405,382
4180 - PAF Tacoma Dome	440,583	259,417	700,000	452,133	247,867	700,000
Enterprise (TVE) Funds Total	4,425,891	2,995,700	7,421,591	4,638,267	2,805,354	7,443,621
Enterprise (Utility) Funds						
4200 - Solid Waste	3,863,675	2,933,504	6,797,179	4,005,650	2,789,957	6,795,607
4300 - Wastewater	6,906,289	6,103,922	13,010,211	7,090,621	5,909,410	13,000,031
4301 - Surface Water	5,376,178	6,902,363	12,278,541	5,599,775	6,673,868	12,273,643
4500 - Rail	757,245	-	757,245	656,124	-	656,124
4600 - Water Utility	14,014,914	17,460,526	31,475,439	14,825,571	17,127,651	31,953,222
4700 - Power	6,240,000	23,381,910	29,621,910	6,555,000	23,062,035	29,617,035
Enterprise (Utility) Funds Total	37,158,301	56,782,225	93,940,525	38,732,741	55,562,921	94,295,662
General Fund						
0010 - General Fund	7,548,246	1,167,519	8,715,764	7,598,130	1,101,331	8,699,461
General Fund Total	7,548,246	1,167,519	8,715,764	7,598,130	1,101,331	8,699,461
Other						
1050 - Transportation Revenues	111,236	1,112	112,348	111,236	556	111,793
3211 - Capital Projects Fund	850,655	594,672	1,445,327	879,105	551,790	1,430,895
7999 - LID Consolidated Fund	-	1,009,787	1,009,787	-	1,009,787	1,009,787
Other Total	961,891	1,605,571	2,567,463	990,341	1,562,134	2,552,475
Grand Total	52,546,331	62,770,028	115,316,359	54,479,442	61,181,887	115,661,329

Fund	Sum of 2023-2024 Funds
Enterprise (Parking) Fund	\$5.3M
Other	\$5.1M
Enterprise (TVE) Funds	\$14.9M
General Fund	\$17.4M
Enterprise (Utility) Funds	\$188.2M
TOTAL	\$231.0M

2023-2024 Citywide Debt by Funding Source



Debt Schedule

Attachments for this material are available in the Digital version of this book.

Fund Types

Fund Types

The City has established separate funds for the purpose of reporting and accounting for all financial transactions. Each fund represents a separate financial and accounting entity established for the purpose of carrying out a specific set of activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations that pertain to the operations or resources of the fund. Below is a definition of each fund type that includes a list of the funds contained in the following financial pages.

General Fund

Although the General Fund is not the largest fund in dollar volume, it is the primary fund of the City. It is associated with traditional City services such as Police, Fire and Libraries. The accounting for all financial resources—except those required to be accounted for in another fund—is accomplished within this fund. It derives a majority of its revenue from property, sales, business, and utility taxes, and receives all other revenues not designated for specific use by statute or the City Charter.

In the financial reports that follow this fund is shown as:

0010 - General Fund

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specific purposes. For example, federal or state grants received for a dedicated purpose or restricted funding such as the Transportation Benefit District Fund, which collects revenue from a vehicle licensing surcharge and directs those revenues to street improvements.

1020 – Municipal Court Grant
1030 - Contingency Fund
1050 - Transportation Revenues
1065 - Streets (Operation, Engineering, Transportation)
1070 - Transportation Benefit District
1080 - 2% GET Gross Earnings Tax (Street Operations Maintenance)
1085 – 2015 Voted Streets Initiative
1090 – Fire Grants
1100 – Right of Way
1110 – LID Guarantee
1145 – Demolition and Building Services
1155 – Emergency Medical Services (EMS)
1180 – Hotel & Motel Tax
1185 – Human Services
1195 - Community, Economic Development, & Housing
1200 - Library Trust & Grants
1236 - Small Business Enterprise / Equity in Contracting
1267 – Police Grants
1431 - Municipal Cable TV
1500 - Local Employment Apprenticeship Program (LEAP)
1650 - Traffic Enforcement, Engineering & Education

Debt Service Funds

Debt Service Funds are used to account for the accumulation of resources for and the payment of, interest and principal on general long-term debt. It is further used to account for the payment of debt on special assessment projects.

2010 - Voted Bonds
2035 - Non-Voted Bonds
2038 - Debt Service-CTED PWTF Loans
2040 – 2009 LTGO Bonds
2041 - 2010 LTGO Bonds
2042 - 2013 LTGO Refunding Bonds
2043 – 2017 LTGO Bonds

Capital Funds



Capital Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds). It is also used to account for construction of special assessment capital projects.

3209 - 1997 Bond Issue Const/Dvl PM

3210 - Capital Project Revenue

3216 - Police Facility 2002

3218 - 2009 LTGO Bond Capital Projects

Special Capital Funds

Special Capital Funds are unique in that their appropriation is adopted separately from the operating budget. Special Capital Funds have multiyear appropriation authority; Capital projects in these funds have spending authority for the duration of the project. Unspent appropriation is carried forward from biennium to biennium without further action by the City Council.

1060 - Transportation Capital & Engineering

3211 - Capital Projects Fund

Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the stated intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

4110 - Permit Services

4120 - Tacoma Rail Mountain Division

4140 - Parking Operating

4165 - Greater Tacoma Convention and Trade Center

4170 - Baseball Park - Cheney Stadium

4180 - Tacoma Dome

4190 - Performing Arts Center

4200 - Solid Waste

4300 - Wastewater

4301 - Surface Water

4450 - Union Station

4500 - Tacoma Rail

4600 - Tacoma Water

4700 - Tacoma Power

4800 - TPU Self Insurance

4805 - Low Income Assistance

Internal Service Funds

Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments of the City, or to other governmental units, on a cost-reimbursement basis.

5050 - TPU Fleet Services

5086 - Tacoma Training & Employment Program (TTEP)

5400 - Equipment Rental Services

5453 - Asphalt Plant

5540 - Radio Communications

5550 - Third Party Liability Claims

5560 - Unemployment Compensation

5570 - Worker's Compensation

5700 - Facilities

5800 - Internal Service

Trust and Agency Funds

Trust and Agency Funds are used to account for assets that are held by the City as trustee or agent for individuals, private organizations, and/or other governmental units and/or funds. These include, but are not limited to, pooling funds for employee and retiree benefits and funds held for special districts.

6050 - Deferred Compensation Trust

6100 - Employees Retirement System

6120 - Relief & Pension - Police



6150 - Relief & Pension - Firefighters
6430 - Health Care Trust Labor
6440 - Group Life Trust
6460 - Dental Care
6470 - Health Care Trust - Fire LEOFFI
6480 - Health Care Trust - Police LEOFFI
6795 - Agency: Public Facilities District

Definition of Major and Non-Major Funds

For the purposes of this document, Major Funds are defined as the General Fund and the Transportation Capital & Engineering Fund (to align with ACFR reporting of governmental funds) and Proprietary (Enterprise & Internal Service) Funds that comprise at least 5% of that fund type. All other funds are considered Non-Major and are combined.

Major Funds List

Major Governmental Funds

- 0010 - General Fund
- 1060 - Transportation Capital & Engineering (Reported with Multiyear Appropriation Special Capital Funds)

Major Proprietary Funds

- 4200 - Solid Waste
- 4300 - Wastewater
- 4301 - Surface Water
- 4600 - Tacoma Water
- 4700 - Tacoma Power
- 5800 - Internal Services

Non-Major Funds List

Non-Major Governmental Funds

- 1020 - Municipal Courts Revenue
- 1030 - Contingency Fund
- 1050 - Transportation Revenues
- 1065 - Street Operation (Street Operations, Engineering, Transportation)
- 1070 - Transportation Benefit District
- 1080 - Hotel Motel Tax
- 1090 - Fire Grants
- 1100 - LID Guarantee
- 1110 - Local Improvement Guaranty
- 1140 - Paths & Trails
- 1145 - Demolition and Building Services
- 1155 - Emergency Medical Services (EMS)
- 1180 - Hotel Motel
- 1185 - Human Services
- 1195 - Community, Economic Development, & Housing
- 1200 - Library Trust & Grants
- 1236 - Small Business Enterprise / Equity in Contracting
- 1267 - Police Grants
- 1431 - Municipal Cable TV
- 1500 - Local Employment Apprenticeship Program (LEAP)
- 1650 - Traffic Enforcement, Engineering & Education
- 2010 - Voted Bonds
- 2010 - Voted Bonds
- 2035 - Non-Voted Bonds
- 2038 - Debt Service-CTED PWTF Loans
- 2040 - 2009 LTGO Bonds
- 2041 - 2010 LTGO Bonds
- 3210 - Capital Project Revenue
- 3211 - Capital Projects
- 3218 - 2009 LTGO Bond Capital Projects
- 3220 - 2010 LTGO Bonds

Fund Summaries Dashboard

You can find the following tables on the City's Tableau Public dashboard [↗](#) with information for 2019-2020 Actuals, 2021-2022 Adopted Budget, 2023-2024 Proposed Budget and 2023-2024 O/(U) 2021-2022

- General Fund Revenue and Expenditures
- Revenues and Expenditures Detail by Fund with Category
- Revenues and Expenditures Detail by Department with Fund and Category
- General Fund Expense by Department

Fund Matrix

The fund matrix shows the relationship between Departments and funds. (A file of this matrix is attached on the Digital version of this Budget Book.)

	City Attorney's Office	City Council	City Manager's Office	Community & Economic Development	Finance	Fire	Health Examiner	Human Resources	Information Technology	Library	Municipal Court	Public Works & Community Services	Public Works	Purchasing & Development Services	Pole	Police	Public Works	Retirement	Tacoma Public Utilities	Tacoma Veterans and Events
0000 - General Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1000 - Municipal Court Grant	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1000 - Contingency Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1090 - Transportation Revenues	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1090 - Transportation Capital & Engineering	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1090 - Streets Operation, Engineering, Transportation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1090 - Transportation Benefits District	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1090 - 2015 Voted Streets Initiative	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1090 - Fire Grant	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1100 - Right of Way	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1110 - LID Guarantee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1140 - Construction & Building Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1150 - Emergency Medical Services (EMS)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1180 - Hotel Motel Tax	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1185 - Human Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1195 - Community, Economic Development, & Housing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1200 - Library Trust and Grants	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1200 - CED Small Bus Enterprise / Equity in Contracting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1267 - TPS Special Revenue	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1400 - Municipal Cable TV	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1500 - Local Employment Apprenticeship Program (LEAP)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1600 - Traffic Enforcement Engineering & Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2000 - Voted Bonds	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2005 - New Voted Bonds	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2008 - Debt Service - CTD PWT Loans	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2060 - 2009 LTGO Bonds	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2063 - 2010 LTGO Bonds	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2063 - 2017 LTGO Bonds	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3210 - Capital Project Revenue	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3211 - Capital Projects	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4100 - Permit Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4120 - Tacoma Mountain Rail	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4140 - Parking Operating	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4165 - Greater Tacoma Convention and Trade Center	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4170 - Baseball Park - Cheney Stadium	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4180 - Tacoma Dome	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4190 - Performing Arts Centers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4200 - Solid Waste	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4300 - ES Wastewater	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4301 - Surface Water	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4400 - Union Station	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4500 - Tacoma Rail	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4600 - Tacoma Water	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4700 - Tacoma Power	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4800 - TPS Self Insurance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4805 - Low Income Assistance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5000 - TPS Fleet Service	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5005 - Tacoma Training & Employment Program (TTEP)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5400 - Equipment Rental Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5403 - Asphalt Plant	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5500 - Radio Communications	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5550 - Third Party Liability Claims	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5560 - Unemployment Compensation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5570 - Worker's Compensation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5700 - Facilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5800 - Internal Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6250 - Deferred Compensation Trust	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6300 - Employees Retirement	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6320 - Relief & Pension - Police	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6350 - Relief & Pension - Firefighters	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6400 - Health Care Trust	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6460 - Group Life Trust	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6460 - Dental Care	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6470 - Health Care Trust - Fire LEOFF 1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6480 - Health Care Trust - Police LEOFF 1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6795 - Agency - Public Facilities District	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

CAPITAL IMPROVEMENTS



Overview

The Capital Budget is derived from the Capital Facilities Program (CFP), a six-year planning and financial document that prioritizes capital improvements the City intends to build in the next six years and a plan for how to pay for those improvements. The 2023-2028 Capital Facilities Program does not appropriate funds, but rather it functions as a budgeting tool. The first two years of the CFP inform the City's Capital Budget, which represents actual spending authority and funding commitments.

This section is organized as follows: The first several sections provide a financial overview of the 2023-2024 Proposed Budget. This information is framed on the 2023-2024 Capital Budget. The final section is the City's Capital Facilities Program (CFP). This section represents the planned spending for the 2023-2024 period, but also looks over a 6-year planning period (to 2028). There is more detailed information available in that section.

Appropriating Capital Projects

Unlike the operating budget, which sets the spending plan for the two years of the upcoming biennium, the Capital Budget establishes multiyear or long-term expenditure authority. Once approved by the City Council, the Capital Budget establishes the spending authority for the duration (life) of each project. Amounts approved remain without fiscal limitation until expended or unencumbered by a future ordinance.

Utilities

Although utility capital projects are shown with the General Government capital projects, utility projects are budgeted differently. Utility capital projects do not use multiyear appropriation. Rather, each utility only requests capital appropriation for the two years of the upcoming biennium. Any projects that are not completed in the biennium will then be funded in the next biennium's capital budgeting process.

Capital Facilities Program

Please refer to the City of Tacoma 2023-2028 Capital Facilities Program, also in this section of the budget book, for more information about potential funding, particular projects, or program areas.

Capital Projects Summary

Arranged by CFP project section, this summary includes project titles and total new funding for the 2023-2024 biennium, and it indicates projects' previous appropriations if applicable. The table shows confirmed funding; therefore, projects that have not identified a funding source may be shown without a dollar amount.

This material can be accessed in the Digital version of this book.

Capital Projects Appropriation Plan

Arranged by CFP project sections, this plan provides a description of the projects and more details about specific funding sources.

There are two categories of confirmed funding for capital projects:

Carryforward (Previously Appropriated) – Funding that has been dedicated in a previous biennium by City Council for spending. This does not represent new funding for projects.

New Appropriation – Funding that has not been previously appropriated by City Council. Examples include new grants, additional revenues, or use of cash reserves that are confirmed in 2023-2024.

Note: *Carryforward funding is based on biennium-end projections for 2023-2024. Variations from these projections may result in revised carryforward amounts.*

The 2023-2024 plan does not include potential funding or funding that has not been confirmed or received by the City (additional grants, for example). If needed, additional funding will be approved for capital projects during the budget amendment and modification processes.

Utilities Projects

This plan provides information on the 2023-2024 capital programs for the City's utilities. Appropriation authority for utility capital projects is adopted as part of each utility's operating budget. Capital needs throughout the biennium may differ from projections and may result in revised spending amounts.

This material can be accessed in the Digital version of this book.

Funding Reports

This section provides an overview of the sources of funding for the Capital Facilities Program. The new funding identified in 2023-2024 is authorized within the Capital Budget. This section includes the following reports:

- Funding Summary Report, which identifies totals for each funding source within the Capital Budget.
- Funding Detail Report, which identifies all projects by funding source and their expenditure amounts.

This material can be accessed in the Digital version of this book.

Operating Impacts Report

Before projects are included in the CFP, they are analyzed to determine their financial impact on operations, operating expenditures, and revenues. The total costs of each approved project are identified as part of the capital budgeting process and associated operating expenses are either included in the current operating budget or reductions taken elsewhere in the operating budget to absorb the additional operating costs. When and if this is applicable and significant, the impact has been stated in the Expenditures Summary Section in the appropriate Department Section of this budget document.

Often there is no negative financial impact to the operating budget, as the capital project will result in a reduction to maintenance and operation costs.

Some capital projects are deferred maintenance projects. In those instances, no ongoing maintenance impact is shown, as the project is focused on current operations, not an expansion of services.

This material can be accessed in the Digital version of this book.

Capital Facilities Plan: Reader's Guide

The Capital Facilities Program is organized into several sections. The guide below provides a brief description of each.

Introduction

This section provides a general overview of the Capital Facilities Program including:

- What is the CFP?
- Why do we have a CFP?
- What is a Capital Facilities Project?
- How are Capital Facilities Projects prioritized?
- The relationship of the Capital Facilities Program to other City plans and programs
- Capital Facilities Program Development Calendar
- Capital Facility Projects that were completed in the previous biennium

2023-2028 Appropriated Capital Projects

This section provides a brief overview of the capital projects that are funded in the 2023-2024 biennium. There are two categories for funds – Carryforward (Previously Appropriated) and New Appropriation:

- **Carryforward funding** is funding that has been previously appropriated by the City Council for spending in a previous biennium. It is based on biennium-end projections for 2021-2022. Variations from these projections may result in revised carryforward amounts.
- **New Appropriation** is funding that has not been appropriated by the City Council. This could be new grants, additional revenues, or use of cash reserves that are anticipated in 2023-2024.

Six-Year Spending Plan Summary

This section goes beyond the two years of appropriation in the previous section and shows the total six-year spending plan for all capital projects included in the Capital Facilities Program, excluding completed and future projects. The spending plan is alphabetized by Section. Project totals include prior spending plus the Six-Year Period 2023-2028. Additional detail on each of the individual projects is provided in the subsequent section.

Project Information

This section includes specific information on the projects in the 2023-2028 Capital Facilities Program.

The projects are presented in the following program categories:

- Community Development
- Cultural Facilities
- General Government Municipal Facilities
- Libraries
- Local Improvement Districts
- Parks and Open Space
- Public Safety
- Transportation
- Utilities:
 - Solid Waste
 - Stormwater
 - Wastewater
 - Tacoma Power
 - Tacoma Rail
 - Tacoma Water

Each of the program category sections are organized in the same way and contain:

- An introductory narrative providing a general background of the planning activities in that section, the current state and future need, as well as a discussion of recent accomplishments.
- A table identifying the future operating and maintenance costs for funded projects within the section. Operating and maintenance costs are only shown for those projects funded and appropriated in the City's 2023-2024 Capital Budget or projects with remaining appropriation from a previous biennium.
- Relevant Level of Service standards or Concurrency

- The Level of Service (LOS) standards measure the quality and quantity of existing and planned public facilities and represent a commitment to maintaining adequate services as the City grows. Providers of capital facilities and services evaluate and demonstrate how they are meeting the measurable LOS “objective” or standard. LOS standards subject to concurrency are indicated.
- An alphabetical index of all projects included in the section.
- Individual project summary tables providing information about projects and summarizing the project’s funding and costs.

Future Projects

This section includes a list of desirable future projects for which funding has not yet been identified and which are not prioritized to occur within the next six years.

Funding Overview

This section provides an overview of the sources of funding for the Capital Facilities Program and includes the following reports:

- Funding Summary Report, which identifies totals for each funding source within the Capital Facilities Program;
- Funding Detail Report, which identifies all projects by funding source and their expenditure amounts.

Miscellaneous Reports

- Capital Facilities Program Operating Impacts Summary: This report provides the estimated annual operating and maintenance impacts for all projects included within the Capital Facilities Program with secured funding in 2023 through 2028. Unfunded projects and utility projects are not included.
- Capital Facility Program Projects by Council District
- Capital Facility Program Projects by Department

Inventory

The Inventory includes existing facilities and the associated maps and legends to identify their locations. The section is alphabetized by category and includes City departments and outside agencies.

Maps

This section contains various maps of the city and details the location of various capital assets outlined in the Inventory section.

Tacoma Municipal Code Language

Tacoma Municipal Code Chapter 13.16 Concurrency Management System

Introduction

What is the CFP?

The Capital Facilities Program (CFP) is a companion document to the Capital Facilities Element of the City of Tacoma's Comprehensive Plan [☑](#). The Capital Facilities Element addresses the City's capital facilities planning approach and policy framework, while the Capital Facilities Program is an implementing strategy. The document also acts as an important "filter" that demonstrates that the Capital Facilities Element is financially realistic.

The CFP is both a planning and financial document. The document is a prioritization of the capital improvements the City intends to build in the next six years and a plan for how to pay for these improvements. The 2023-2028 Capital Facilities Program does not appropriate funds, but rather functions as a budgeting tool, supporting the actual appropriations that are made through adoption of the City's Capital Budget.

Why do we have a CFP?

The Capital Facilities Program and the Capital Facilities Element fulfill the requirements of the State of Washington's Growth Management Act (GMA). Specifically, the GMA requires the comprehensive plan of each jurisdiction planning under the Act to include a capital facilities plan element consisting of:

- An inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities;
- A forecast of the future needs for such capital facilities;
- The proposed locations and capacities of expanded or new capital facilities;
- At least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes; and
- A requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, Capital Facilities Element, and financing plan within the capital facilities plan element are coordinated and consistent. (RCW 36.70A.070)

The Capital Facilities Program and the Capital Facilities Element are also intended to achieve, primarily, the following planning goal of the GMA:

"Ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards." (RCW 36.70A.020)

The 2023-2028 Capital Facilities Program continues to implement the vision for how Tacoma will develop as articulated in *Chapter 9 Public Facilities and Services* of the Comprehensive Plan.

What is a capital facilities project?

For the purpose of the 2023-2028 Capital Facilities Program, a capital facilities project is defined as a non-recurring expenditure, a project with a start and end date. The project results in the acquisition of or addition to existing capital assets, categorized by one or more of the following:

- New construction such as buildings, streets, or utility infrastructure
- Major maintenance, renovation, or replacement of an existing asset that increases its useful life

Examples of capital projects are:

- Land or site purchases or development
- Building or structure purchases and/or construction
- Purchase and/or construction of infrastructure such as streets, roads, highways, sidewalks, street/road lighting systems, traffic signals, storm and sanitary sewer systems, solid waste facilities such as landfills or recycling centers, parks and recreational facilities
- Major design, professional consulting, engineering, and construction services associated with a capital project

Not all capital projects are included in the Capital Facilities Program. Temporary projects and small projects are excluded. In addition, capital projects do not include rolling stock, routine maintenance, routine computer purchases, or purchases of major equipment such as fire trucks, radios, police vehicles, telecommunications equipment, or furniture.

How are capital facilities projects prioritized?

The criteria below, in addition to individual project rationale, have been established to assist in the prioritization of capital facilities projects. Each project included in the CFP must also align with the goals and policies of the Comprehensive Plan Public Facilities and Services element.

Prioritization Criteria

- Does the project address a public health or safety concern?
- Is the project required or mandated by law?
- Is the project substantially funded by non-City sources?
- Is the project financially responsible, for instance by leveraging grant funding or other non-City funding sources, reducing operating costs, avoiding future costs, or by having a sustainable impact on the operating budget?
- Is the project needed to correct existing public facility and services deficiencies or replace key facilities that are currently in use and are at risk of failing?
- Does the project improve the equitable access to public facilities and services?
- Does the project align with Tacoma 2025 or other City priorities?
- Does the project have a high level of public support?
- Does the project reduce greenhouse gas emissions or support the adaptation of climate change?
- Does the project meet growth patterns and projected needs and or serve new development and redevelopment?
- Does the project complete a network, fill a missing link, or add value to an interconnected infrastructure system? Is the project related to or dependent on other projects?

Relationship of the Capital Facilities Program to Other Plans/Programs

The relationship between the Capital Facilities Program and other planning documents such as the Public Facilities and Services element of the Comprehensive Plan, the Six-Year Transportation Program, Concurrency, and the City's operating and capital budgets are described below.

Capital Facilities and Services Element of the Comprehensive Plan

The purpose of the Capital Facilities Program is to provide coordinated planning and programming of capital facilities and services. It is the City's work program for the next six years. The Capital Facilities Program contains an inventory of existing and proposed capital facilities, forecasts needs for facilities, identifies deficiencies and actions to meet such deficiencies, and contains a six-year financing plan.

The goal is to provide high quality, well maintained, equitably distributed physical systems and facilities that serve the social, economic, cultural, safety, circulation, communication, and other needs of the community, at the time of development (or within a reasonable time) to serve new growth. The Capital Facilities Program is updated each biennium while the policy-oriented Capital Facilities and Services element of the Comprehensive Plan is updated on an as-needed basis. The population projections laid out in the One Tacoma Comprehensive Plan are used for the Level of Service tables in this document. The population projection is 127,000 new residents by 2040.

Six-Year Transportation Program

The City of Tacoma's Transportation Program is a short-range planning document that identifies transportation projects that are planned or needed over the next six years. Project identification and selection is guided by the City's Transportation Master Plan. State law requires that the City develop a local Transportation Program in accordance with RCW 35.77.010. In order for cities to compete for most federal and state funding grants, transportation projects must be included in this program. The Transportation program includes projects dealing with pedestrian and vehicle transportation, sidewalk repairs and/or replacements, trees, natural landscaping, the railway, and city-owned parking structures.

The Six-Year Transportation Program is updated annually and approved by the City Council and is based on needs and policies identified in Tacoma's long range plans such as the Transportation Master Plan and Comprehensive Plan.

In past years, the Transportation Program has been adopted by Tacoma's City Council concurrently with the Capital Facilities Program and filed as required by RCW 35.77.010(1) with the Secretary of the Washington State Department of Transportation 30 days after adoption. Once the annual Program update is adopted, it is used to help guide funding and implementation priorities during development of the transportation portion of the biennial update to the Capital Facilities Program.

The Six-Year Transportation Program therefore can be considered a subset of the Capital Facilities Program. With few exceptions the projects and associated funding in the Transportation Program are included in the Capital Facilities Program.

Concurrency

The term concurrency is used in conjunction with Level of Service standards within the Capital Facilities Element of Tacoma's Comprehensive Plan. It requires that the public facilities and services necessary to support development shall be adequate to serve the development at the same time the development is available for occupancy or use, or within a

reasonable time as approved by the City, without decreasing current service levels below locally established minimum standards. The City of Tacoma's Concurrency Management System is provided in detail in the Appendix. Level of Service Standards subject to concurrency are included in the Capital Facilities Program Project Information section.

Operating and Capital Budgets

The Capital Facilities Program is adopted in November concurrently with the adoption or amendment of the City's Capital Budget [RCW 36.70a.130 (2) (a) (iii)].

The Capital Facilities Program and the 6-Year Transportation Program are also integral parts of the City's budget. At the beginning of each biennial budget period, the first two years of funding for the projects included in the Capital Facilities Program become the baseline for the biennial capital budget for the City.

On June 15, 2022, the Planning Commission public hearing was held for the 2023-2028 Capital Facilities Program. Upon recommendation of the Planning Commission, the Capital Facilities Program was forwarded to the City Council for consideration and concurrent adoption with the 2023-2024 Biennial Operating and Capital Budget.

Capital Facilities Program Calendar

2022

January – April

Review the status of existing projects in the Capital Facilities Program and request new projects for the upcoming six-year period.

June 3

Present the Proposed 2023-2028 Capital Facilities Program project list to the Planning Commission

June 15

Planning Commission Public Hearing on Preliminary 2023-2028 Capital Facilities Program projects.

June 15

The Planning Commission forwarded the 2023-2028 Capital Facilities Program project list to the City Council for consideration and concurrent adoption with the 2021-2022 Capital Budget.

October 4

Present Proposed 2023-2028 Capital Facilities Program to City Council.

November 8

City Council Public Hearing on the Proposed 2023-2028 Capital Facilities Program.

November 15

First Reading on the 2023-2028 Capital Facilities Program and 2023-2024 Capital Budget.

November 22

Final Reading and Adoption of 2023-2028 Capital Facilities Program and 2023-2024 Capital Budget.

Six-Year Spending Plan

The six-year spending plan represents the prior spending for projects in the CFP, followed by the planned spending in the 6-year planning period.

Completed Projects 2021-2022

The attachment below, available in the digital version of this book, details projects that have been completed in the 2021-2022 timeframe across multiple city departments and CFP sections.

Community Development

Background

Community Development Improvements are intended to enhance the livability and vitality of our downtown, neighborhoods, and commercial centers. The projects are identified to improve transportation and circulation, increase the desirability of downtown and neighborhoods that support businesses success, undertake strategic real estate purchases for necessary human services, and improve the infrastructure of the City. Several City departments focus on these areas including Neighborhood and Community Services (NCS), Public Works, and Community & Economic Development (CED).

Current State

Investment in the Community Development area has included neighborhood offsite improvements funded primarily by Community Development Block Grant (CDBG) and Real Estate Excise Tax (REET) dollars allocated to the Department's Catalytic Fund.

Neighborhood and Community Services facilities include three Senior Centers, one Learning Center, and one Resource Center for individuals with disabilities.

A Catalytic Fund was added in the 2015-2016. The remaining balance in this fund will be used to install accessible curb ramps, street resurfacing and sidewalk replacement on three sides of a block in the Hilltop neighborhood where significant public and private capital projects have taken place. These funds were in part used in match for a state grant project installing bike lanes and other improvements on J Street in the area. A smaller project on Tacoma Avenue in the downtown to remove and replace sidewalks to 10 feet wide as well as curb and gutters and replace two driveways to bring up to code.

Foss Waterway facilities include moorage, parks, sea wall repair and replacement, water access and public esplanade to serve the local population and draw visitors from the region. These investments support growth and redevelopment of downtown and add to the livability of the area. The Public Works department assumed duties along the Foss formerly performed by the Foss Waterway Development Authority (FWDA) in 2021.

Recent Accomplishments

Recent investments in Community Development capital projects in the last budget cycle include curb ramps and sidewalk improvements in the Hilltop neighborhood at 11th and South Sheridan. Trash receptacles were replaced in three neighborhood business districts, and site reclamation along with Crime Prevention through Environmental Design improvements were implemented throughout the City. Finally, new roofs, a new boiler, and window replacements at City Owned senior centers.

2023-2024 Community Development Projects

Community Development projects funded in the next biennium are shown in the table below along with their anticipated annual costs. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. Annual Maintenance
15th Street Moorage and Waterway Park Launch	-	-	60,000	
Affordable Housing Capital Projects	-	-	10,000,000	
Foss Waterway - Site 8 Demolition	-	-	300,000	
Homelessness Sheltering Projects	-	-	10,000,000	
Infrastructure Fund (CED)	-	40,233	40,233	
NCS Readiness Site	-	2,350,000	2,350,000	125,000
NCS Teen Home	-	700,000	700,000	125,000
NCS Youth Drop In Overnight Center	-	1,811,993	1,811,993	125,000
Park Plaza North Renovation	-	-	550,000	
Grand Total	-	4,902,226	25,812,226	375,000

Future Need (immediate to next 20 years)



The future needs of Community Development investments in infrastructure and human service facilities and services will increase over time to address population growth, support infill development and adaptive reuse of existing buildings in Tacoma's Regional Centers and Neighborhood / Commercial Mixed-Use Centers.

Increased demand for homeless and mental health services will also drive an increased demand for adequate facilities to provide those services. Specific plans for the next 2-year budget cycle include a Crisis Residential Center for homeless youth (ages 12-17). In other areas, the City will construct offsite infrastructure improvements for multiple redevelopments located throughout Tacoma and invest in the streetscapes in neighborhood business districts and downtown.

Level of Service Standards

Due to the wide range of projects undertaken in the community development area, level of service of standards are variable. At the time projects become active, through City Council action or community initiative, service levels are identified and implemented. Community Development projects are not subject to Tacoma's concurrency standard.

Maintenance

Routine maintenance costs for Community Development include approximately \$220,000 for Community Development projects.

Cultural Facilities

Background

The Tacoma Venues & Events (TVE) Department oversees six facilities in Tacoma that host a diverse offering of sports, performances, public gatherings, meetings, conventions, conferences, trade and consumer shows, and community celebrations. The Tacoma Dome, Cheney Stadium, Rialto Theater, Pantages Theater, Theatre on the Square, and Greater Tacoma Convention Center regularly host more than 1.1 million guests annually. These facilities serve the City of Tacoma, the South Sound, the Seattle-Tacoma metropolitan area and the Pacific Northwest region, providing a safe and comfortable environment for people to be entertained or conduct business. TVE facilities are integral to the continuing efforts to promote economic development and livability and the revitalization of the City's downtown core, and are directly responsible for millions of dollars in economic impact each year.

Current State

The current physical state of the six facilities varies based on funding levels for maintenance, facility age, and amount of use.

The Tacoma Dome, opened in 1983, is in need of significant capital investment. In 2012, a feasibility and needs evaluation was conducted which identified \$145 million in capital investment to address deferred maintenance and ensure long term viability and competitiveness. In the 2017-18 biennium, \$31 million was spent to address some of the more critical issues. In 2021, Climate Pledge Arena, a direct competitor to the Dome, opened in Seattle after a \$1.15 Billion renovation.

Cheney Stadium, opened in 1960, underwent a significant renovation in 2010-11 to address deferred maintenance, code compliance, field of play concerns and patron amenities. The Tacoma Rainiers are responsible for day-to-day operations through the 2041 season. While the stadium is starting to show light wear and tear ten years after the renovation, it will only require minimal capital improvement over the next 1-5 years.

There are three theater locations overseen by TVE. The Pantages Theater, opened in 1918, concluded a significant renovation project in 2019. The Pantages underwent HVAC, elevator, roof, electrical, and exterior masonry repairs as well as seat, flooring and window replacement. The Rialto Theater, also opened in 1918, has significant capital needs, including roof replacement, interior masonry and carpeting work, and seat replacement. The Theatre on the Square (TOTS) was built in 1993. TOTS has several projects that will require resources in future bienniums. A third party contractor oversees the day-to-day operations of the three theaters locations. The City of Tacoma provides assistance with capital projects at the theater sites.

The Greater Tacoma Convention Center opened in 2004. After sixteen years of operation, the Center is starting to show wear and tear that will start to affect its competitiveness. TVE plans to focus future investments in client and guest amenities and experience. Mechanical, electrical and plumbing infrastructures are still in excellent condition and are anticipated to serve the facility for many years.

By early 2023, TVE will conduct a complete third-party Facility Conditions Assessment of the Tacoma Dome, Greater Tacoma Convention Center, and Theaters to develop an updated comprehensive Capital Plan for all facilities.

Recent Accomplishments

During the 2021-22 biennium, the Tacoma Dome and Greater Tacoma Convention Center finalized a combined \$2,000,000 in capital improvements focused on health and sanitation that were started in 2020. Improvements included the installation of Atmos Air Bipolarionization filters in all HVAC units, touch-free restroom fixtures and water fountains, digital messaging screens, and UV-C disinfecting escalator handrails systems.

2023-2024 Cultural Facility Projects



Cultural Facilities projects funded in the next biennium are shown in the table on the following page along with their anticipated annual costs. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. Ann Maintena
GTCC 3rd Floor Terrace	-	-	650,000	1,
GTCC Acoustical Treatment	-	-	650,000	
GTCC LED Lighting Retrofit	-	-	450,000	
GTCC Safety and Security Improvements	-	500,000	500,000	2,
GTCC Waste Stream Management	-	-	100,000	
Hiedelberg Soccer Stadium	-	-	60,000,000	
Performing Arts Theaters Capital Campaign Contribution	-	7,000,000	7,000,000	
Performing Arts Theaters Capital Projects Management	1,000,000	3,000,000	4,000,000	
Prairie Line Trail Historic Interpretation Project	-	440,000	440,000	10,
Tacoma Dome Exhibition Hall Renovation	-	-	3,900,000	5,
Tacoma Dome Food & Beverage Improvements	-	-	4,000,000	1,
Tacoma Dome Office Reconstruction	-	-	1,600,000	3,
Tacoma Dome Parking Lot Repavement	-	-	1,100,000	
Tacoma Dome Plaza Restoration	-	-	350,000	1,
Tacoma Dome Renovation Project	-	31,033,308	31,033,308	36,
Tacoma Dome Security Modernization	-	-	1,500,000	2,
Tacoma Dome South Addition	-	-	11,500,000	
Tacoma Dome Telecommunication and Data Upgrade	-	-	1,000,000	1,
Tacoma Dome Waste Management	-	-	500,000	2,
Tacoma Dome Wayfinding Signage Replacement	-	50,000	50,000	
Grand Total	1,000,000	42,023,308	130,323,308	67,

Future Need (immediate to next 20 years)

Addressing the capital investment needs at the Tacoma Dome is the highest TVE capital priority. The renovation of the Dome addressed some safety and code compliance concerns, and upgraded client and patron amenities. With Climate Pledge Arena in Seattle completing a \$1.15 Billion renovation, the large venue market in the region has been altered. TVE established a strong reputation prior to the pandemic, but will require significant capital improvements over the next 5-10 years to maintain minimum standards for guest, client, and artist amenities.

The completion of the centennial renovations of the Pantages Theaters ensured the future operations of this facilities, but significant needs exist in the Rialto Theater and Theaters on the Square. These venues will need to become a primary focus over the next 5 years as well..

The construction of a 4-star hotel connected to the Convention Center will require enhancements to fixtures, furniture and equipment to meet customer expectations and to emulate a 4-star level of service.

Level of Service Standards

Although TVE facilities are listed in the Capital Facilities Program, they are not subject to concurrency, and therefore have no level of service standard. Basic standards are included below.

Arenas, Theaters, and Stadiums

Time Period	Population	Seats Recommended (0.180477 per capita)	Seats Available	Proposed Projects	Subtotal	Net Reserve or Deficiency
2019	219,025	39,529	33,100	0	33,100	(6,42)
2021-2028 Increase	50,800	9,168	0	0	0	
Total by Year 2028	269,825	48,697	33,100	0	33,100	(15,59

Exhibition and Convention Facilities						
Time Period	Population	Recommended square feet (0.988827 per capita)	Exhibition sq. ft. available	Gross sq. ft. available	Exhibition Net Reserve or Deficiency	Gross Net Reser or Deficiency
2020	219,025	216,578	76,250	343,589	(140,327)	203,2
2021-2028 Increase	50,800	50,232	0	0	-	
Total by Year 2028	269,825	266,810	76,250	343,589	(190,560)	153,0

Level of service standards within the venue industry are usually measured by the availability of amenities and how robust and current those amenities are. TVE facilities are expected to be multi-purpose and possess the capability to accommodate multiple event demands. Clients expect a safe and efficient space to facilitate business, revenue, and customer satisfaction. There is no universally agreed upon level of service, but customer surveys, case studies, and operational reviews in relation to industry standards provide insight into a facility's ability to meet appropriate levels of service.

The Tacoma Dome conducted a feasibility/case study in 2012. This study interviewed multiple clients to gauge satisfaction with amenity levels and whether event needs were met. It reported that the Tacoma Dome has an adequate number of seats, sufficient floor space and appropriate event flexibility, but sorely lacked in patron comfort and ability to efficiently convert between different event types. The \$31 million investment in the 2017-18 biennium addressed some, but not all, of the more pressing client and patron needs. Due to the highly competitive nature of the Seattle/Tacoma market, these concerns must be addressed in order to maintain or gain entertainment market share.

The Greater Tacoma Convention Center underwent an operational review in 2011. This review evaluated the current state of the convention center and reported that the facility was well maintained and provided appropriate levels of service for a majority of clients. Five years later, client surveys indicate the convention center is still well maintained and has appropriate levels of service, but fixtures, furniture and equipment (FF&E) are showing general wear and tear. Replacing and upgrading FF&E will be critical in order for the convention center to maintain or grow market share and to remain able to provide the expected level of service. With the onboarding of an adjacent new hotel property, it is even more critical to ensure the physical plant and client amenities are on an appropriate replacement schedule.

Cheney Stadium is evaluated annually by a third party to ensure the facility is meeting standards set by Major League Baseball. Cheney meets or exceeds most recommended levels of service for a minor league baseball stadium. The items that do not meet recommended service levels are not significant and do not need to be addressed in the 2023-24 biennium.

The Pantages Theater will have a satisfactory level of service, as the renovation is completed. Theater on the Square's fixtures, furniture and equipment (FF&E) are showing general wear and tear. Replacing and upgrading FF&E will be critical in order for Theater on the Square to provide the expected level of service and guest experience. The Rialto Theater is in need a significant repair to maintain service levels.

Maintenance

The City of Tacoma's TVE department is directly responsible for the maintenance of the Tacoma Dome and the Greater Tacoma Convention Center. The Tacoma Dome's annual operating budget has approximately \$240,000 allocated toward maintenance. The Convention Center's annual operating budget has approximately \$202,000 allocated toward maintenance.

Theatre on the Square, Pantages Theater and Rialto Theater are owned by the City and managed by a third-party contractor. The City of Tacoma will allocate \$500,000 to a capital repair and improvements fund for larger maintenance requirements at the theaters. Additional funds are allocated in the 2023-2024 biennium for replacement of the Audio Visual systems in each space.

Cheney Stadium is owned by the City and managed by the Tacoma Rainiers Baseball Club. The City annually allocates an average of \$50,000 to the capital repair and replacement fund that the Rainiers use to fulfill maintenance obligations.

General Government Municipal Facilities

Background

General Government service buildings are designed to meet a broad spectrum of needs – buildings that directly serve the public and those that house City employees as they work to assure that public governmental responsibilities are met.

General government service buildings are unique in that the level of service (LOS) may be defined by the community preference and standards. Several capital needs of the City may not specifically be included in the City's Comprehensive Plan. Nonetheless, these projects are vital to the quality of life of the community, the operational efficiency of the City, and are included in the Capital Facilities Program.

Current State

The City has had challenges in addressing the deferred maintenance repair and replacement backlog for its inventory of general government facilities as it weighs competing funding priorities. As facility components reach the end of—or extend beyond—their useful life, the capital expense to replace these components increases. The City will continue look for creative funding mechanisms to address the deferred repair and replacement backlog. In the 2023-2024 Proposed Budget, funding is proposed for these deferred repair and replacement projects from General Fund and Real Estate Excise Tax (REET) sources.

Recent Accomplishments

In the 2021-2020 2022 biennium, the City's Facility Deferred Repair and Replacement Program completed the Tacoma Municipal Building Mechanical, Electrical & Fire Systems project, and continued the design/permitting for design for the Fleet Rooftop Air Handling Unit Replacements. Other accomplishments in the 2021-2020 biennium include completion of the first phase of Beacon Activity Center Improvements and completion of the Permit Intake Center Remodel at the Tacoma Municipal Building. These facilities are managed by the Public Works Facilities division, along with Public Safety facilities. Recent accomplishments of projects on those facilities are listed in that section.

2023-2024 General Government Municipal Facilities Projects

Municipal Facilities projects funded in the next biennium are shown in the table below along with their anticipated annual costs. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est.Ann Mainten
A Street Parking Garage Deferred Maintenance	-	-	585,000	
A Street Parking Garage Lighting Upgrade	-	-	250,000	
Beacon Activity Center Improvements	-	4,488,000	4,488,000	2
CityNet MPLS Phase 2 - HFC Network Replacement	-	305,572	305,572	
Deferred Repair & Replacement Program	6,800,000	5,645,000	60,600,000	
GTCTC Garage Deferred Maintenance	-	-	825,000	
Historic Municipal Complex, Exterior Refurbishment	-	-	-	
Municipal Garage Deferred Maintenance	-	-	570,000	
Municipal Lot Deferred Maintenance	-	-	300,000	
New Maintenance Facility - Property & Initial Design	200,000	-	50,200,000	50
Pacific Plaza Green Roof	-	-	350,000	2
Park Plaza North Deferred Maintenance	-	-	4,200,000	5
Parking System Branding	-	-	950,000	5
Tenant Improvement Program	-	1,650,000	10,320,000	
Grand Total	7,000,000	12,088,572	133,943,572	71

Future Need (immediate to next 20 years)

The City has completed a Facility Condition Assessment in order to quantify the backlog of maintenance and repair costs for the City's General Government non-utility portfolio of facilities. The assessment identified a backlog of roughly \$50 million. Based on these findings, in 2019, City staff engaged in a project to engage the City Council on the topic. Other efforts to raise awareness of the issue are ongoing. Funding strategies will be developed to address deferred maintenance.

Level of Service Standards

The recommended level of service standard for General Government Municipal Facilities is 0.88 square feet per capita. General Government Municipal Facilities projects are not subject to Tacoma's concurrency standard. In addition this standard, other level of service standards are developed on an ad hoc basis.

General Government Service Buildings						
Time Period	Demand (Population)	*Square feet required (0.88 per capita)	Building Space currently available	Proposed Projects	Subtotal	Net Reserve or Deficiency
2020	219,025	192,742	218,800	0	218,800	25,258
2021-2028 Increase	50,800	44,704	0	0	0	-
Total by Year 2028	269,825	237,446	218,800	0	218,800	(19,446)

Maintenance

The City of Tacoma's Operating Budget includes approximately \$80,000 for Parking maintenance and approximately \$3.9 million for General Government Service Facilities maintenance and renewal.

Libraries

Background

Tacoma Public Library (TPL) provides library services to those who live, work, or own properties or businesses in Tacoma. City of Seattle, King, and Pierce County residents are also eligible for services through reciprocal borrowing agreements. In-person Library services are primarily provided in the eight branch libraries. TPL also offers a wide range of digital/online services available 24 hours/day. The Main Library is located at 1102 Tacoma Avenue and the other seven branches are distributed in neighborhoods throughout the City.

Current State

In addition to the Main Branch, TPL has seven (7) library branches throughout the City. All Tacoma libraries are open five days a week, Tuesday through Saturday. These facilities are in various states of repair. Tacoma Public Library has seen an increase in the use of digital resources and services in recent years and anticipates that this trend will continue. In order to meet the increased demand, TPL is actively partnering with institutions and schools throughout Tacoma to promote access to library resources and use of services throughout the City.

Recent Accomplishments

In 2021, the library completed an information technology project whereby it partnered with the City of Tacoma to utilize City IT infrastructure. This project improved the Library's system reliability and up-time, and the Library now enjoys the services, enterprise support, and expertise of City of Tacoma IT staff, and provides TPL staff with modern enterprise tools previously lacking.

In 2022, the Library completed a modernization of one of its two elevators in its Main Branch. The project replaced all mechanical systems and controls, including updating the elevator to current building and fire codes. Also in 2022, the Library completed preliminary design of a refresh of the Main Library which would include spaces for local non profits to house staff and provide programming. With the support of the City of Tacoma, the Library hopes to complete this refresh by Q1 2024. Funding for the City's portion of this project is included in the 2023-2024 Proposed Budget.

Finally, in 2022, the Library commissioned and completed a study investigating the public desire and feasibility of constructing libraries in the Hilltop and Eastside communities. Led by BERK Consulting, Inc., the study revealed that both communities have a strong desire for permanent library locations. While no decisions have been made with regard to potential new library locations, City of Tacoma staff are analyzing the results of the study and are investigating locations and funding options.

2023-2024 Library Projects

Tacoma Public Library projects funded in the 2023-2024 biennium are shown in the table below along with their anticipated annual costs. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. Ann Mainten
Library Branch Renovations	-	-	100,000,000	1,60
Library Hilltop & Eastside Feasibility Study	-	350,000	350,000	
Library Physical Infrastructure and Building Repairs	-	1,786,000	3,641,000	15
Main Library Elevator Upgrade	-	331,000	331,000	
Main Library Fan Wall Replacement	-	-	275,000	
New Library Branches	-	-	100,000,000	1,60
Remodel of Main	2,000,000	2,028,401	8,028,401	20
Grand Total	2,000,000	4,495,401	212,625,401	3,51

Future Need *(immediate to next 20 years)*

Over the coming years, the City plans to address facility issues at existing library locations. Investments in current facilities will extend the useful life of several buildings and ensure the comfort of patrons. Important upgrades like HVAC replacements, window replacements, and building envelope repairs will improve several branches: Wheelock, Swasey, Fern Hill, and Moore.

As demand for library services shifts from analog to digital consumption, TPL is also evolving. The library system could meet increasing demand through 2040 by expanding open hours, staffing levels, and by increasing investments in digital materials. TPL will continually evaluate the new era of information exchange and adapt its facility strategy accordingly.

As mentioned above, TPL and City of Tacoma staff are not only investigating funding options and locations for potential Hilltop and Eastside libraries, but also funding options for significantly remodeling or replacing its existing buildings.

Level of Service Standards

The City pledged \$1.78 million in upgrades to various TPL locations in the 2019-2020 biennium. The roof, windows, and HVAC system at the Swasey location; the roof, building envelope, and HVAC system at the Fern Hill branch; windows at the Moore branch; and the boiler at the Wheelock branch were all identified for replacement. These projects will extend the useful life of the buildings and provide a better environment for library patrons.

Unfortunately, many of these projects were delayed by the COVID-19 pandemic. The roofing projects at Swasey and Fern Hill were successfully completed in 2019 and the remaining projects are on track for completion by 2023.

The facility level of service of the Tacoma Public Library is .078 square feet per capita in the service population and is not subject to Tacoma's concurrency standard.

The Tacoma Public Library has a collection of approximately 625,000 items (2021). Across the system, the facility square feet available is 163,328. In 2018, circulation was 1,848,151 items, translating to a demand circulation of 8.8 per capita. Patron behavior and usage patterns changed as a result of the Covid-19 pandemic, and TPL has recently experienced a resurgence in library usage.

Library					
Time Period	Population	Demand (Circulation at 10.23 per capita)	*Square feet required (.078 per circulation)	Facility Space Available	Net Reserve or Deficiency
2020	219,025	2,240,626	174,769	163,328	(11,441)
2021-2028 Increase	50,800	519,684	40,535	163,328	-
Total by Year 2028	269,825	2,760,310	215,304	163,328	(51,976)

Maintenance

The City of Tacoma's Operating Budget includes approximately \$500,000 annually for Library facilities maintenance. This includes the Supplies, Services and Charges, Other Services and Charges minus the Main Library utilities.

Local Improvement Districts

Background

The City's Local Improvement District (LID) program administers and arranges funding for a variety of resident-requested infrastructure improvements. Both commercial and residential projects benefit from this program within the City limits of Tacoma and Tacoma Public Utilities service areas. The LID program, in continuous operation since 1895, facilitates construction and funding of various infrastructure improvements including: permanent street paving, permanent alley paving, wastewater main extensions, storm sewer extensions, street lighting, streetscape improvements, and undergrounding of overhead utilities in view-sensitive areas or in commercial areas desiring to develop their parcels. According to the LID Policy, the City may contribute funds to the cost of the improvement (when funding is available) and thereby reduce property owner expense.

Current State

During the 2019-2020 biennium, the LID section received fourteen Advisory Surveys totaling over \$8 million of infrastructure improvements. During the 2021-2022 biennium, an addition four Advisory Surveys for an additional \$2.2 million of infrastructure improvements. The LID section provided LID packets for owners to canvass their neighborhoods, which included before and after photos of other projects, estimated property owner assessments and annual installments. The improvements supported by a majority of the property owners are proposed for the North End, West End, Central, East Side and South Tacoma neighborhood councils comprising of conversion of overhead utilities to underground, wastewater main extensions, alley and street paving.

Recent Accomplishments

In coordination with Streets Initiative program, the LID section has offered neighborhoods an option of street improvements that provide curbs, gutters, and sidewalks aimed at improving streets up to the level of the 'Complete Streets' policy.

2023-2024 Local Improvement District Projects

LID projects proposed in the next biennium are shown in the table below along with their anticipated total costs. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. Annual Maintenance
Dock Street LID	-	-	26,861,695	10,561
Future Alley and Street Paving LIDs	400,000	-	6,605,250	
LID 8655 Streets	-	700,000	700,000	4,950
LID 8660 Alley Paving	-	335,000	335,000	1,160
LID 8661 Paving for Proctor	-	30,000	30,000	805
LID 8662 Bennett Street	-	1,359,464	1,359,464	3,661
LID 8663 Alley and Street Paving	-	2,457,958	2,457,958	6,968
LID 8665 Street Paving St. Helens	-	-	6,900,000	17,342
LID 8667 Street Paving	-	1,070,567	1,070,567	4,120
LID 8668	-	-	923,300	3,720
LID-8669 Street Paving	-	685,797	685,797	2,775
LID-8670 Street Paving	-	492,691	492,691	2,575
Grand Total	400,000	7,131,477	48,421,722	58,637

Future Need (immediate to next 20 years)

The LID backlog has been reduced from twelve locations to seven, 5 being alleys and 2 being streets. The LID program continues to seek opportunities to partner with various City departments—such as Tacoma Water, Environmental Services, and Tacoma Power—to help finance infrastructure in new and existing

neighborhoods. The department has received a number of requests with two requests being significant that would improve 7,540 lineal feet of oilmat streets, with curbs, gutters and sidewalks.

Level of Service Standards

No level of service standard has been developed for these projects. A Local Improvement District allows for financing of public infrastructure with business and residential neighborhoods of the City. The upgraded infrastructure increases the livability and viability of our business and residential neighborhoods, increasing the value of the properties.

Maintenance

The City of Tacoma's operating budget dedicates approximately \$160,000 in ongoing support for maintaining the Local Improvement District program. These funds primarily pay to staff the program. While no specific funding is dedicated to maintaining LIDs, these projects reduce maintenance costs upon completion. In the long term, completed projects become a part of the City's existing maintenance activities.

Parks and Open Space

Background

There are approximately 1,480 acres of active open space and parks and 3,900 acres of passive open space (including undeveloped private property) within the City of Tacoma. Park and open space areas are distributed throughout the City. Active open spaces and parks are lands intended to meet community needs for a wide range of recreational activities such as playing team sports, practicing individual physical activities—like running, bicycling, or enjoying play equipment—having a picnic, hiking, walking, and hosting events and classes. Passive open space includes properties that function in a healthy natural state for many public benefits including, but not limited to, stormwater management. Generally, these areas are undeveloped and vegetated, but many areas operate under regulation identified in the City's Critical Areas Preservation code. They sometimes require improvements, maintenance, and monitoring. Park and open space services in Tacoma are provided by the City and by Metro Parks Tacoma.

Current State

The Public Works Department is engaged in active open space policy development and provides resources for active use and public access components within parks and active open space areas. Public Works and Metro Parks Tacoma collaborate on important services such as maintenance, programming, and development of active open spaces within the City.

The Environmental Services Department (ES) acts as steward of City-owned passive open space and has assessed and prioritized approximately 500 acres for various improvements, maintenance, and monitoring. ES proactively restores and manages key open space areas as well as responds to complaints. ES continues to receive annual funding based in part on stormwater rates that support the Surface Water utility.

Recent Accomplishments

As part of the Open Space Program transition, the City recently updated the Active and Passive Open Space Inventory in order to improve accuracy and completeness.

ES continues to implement the 20-year Passive Open Space Restoration Plan, established in 2016. In October 2017, ES established a partnership with EarthCorps to administer a volunteer program to facilitate and encourage community stewardship on ES passive open spaces. Currently, the program has 11 habitat stewards actively restoring eight passive open space areas.

Specific Passive Open Space Areas

Julia's Gulch/Wapato Hills: ES continues to collaborate with Metro Parks Tacoma for restoration of these passive open space areas. ES chose these particular sites because of their long-standing community stewardship. The department has focused on maintenance and preservation of community recreation amenities. Volunteers at these sites have restored almost 3 acres.

Schuster Slope: The Schuster Slope Landscape Management Plan, implemented in 2015, has resulted in 6.6 restored acres of 31 total acres. Restoration activities include invasive species removal, native plantings, and installation of erosion control. Frequent maintenance and monitoring helps ensure the success of this restoration project.

Mason Gulch: The Mason Gulch Landscape Management Plan, implemented in 2017, has resulted in three restored acres of 36 total acres. Restoration activities include invasive species removal, native plantings, and installation of erosion control. Like Schuster Slope, restored acres require maintenance and monitoring to ensure success.

Salmon Beach Slope: The Salmon Beach Slope Landscape Management Plan, implemented in 2018, has resulted in 0.5 restored acres of 3.7 total acres. Restoration activities include invasive species removal, installation of native plantings, and monitoring and maintenance activities.

2023-2024 Parks and Open Space Projects



Parks and Open Space projects proposed in the next biennium are shown in the table below along with their anticipated total costs. This list shows projects to which the City has provided or anticipates providing a portion of project costs. Additional park projects are managed by Metro Parks Tacoma. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est.An Mainten
Chinese Reconciliation Park (New Phases)	-	-	10,500,000	5
Downtown Fountains - Reconditioning	-	-	1,300,000	
Fireman's Park Improvements	-	-	635,357	
Gas Station Park	-	320,000	320,000	
Melanie Jan LaPlant Dressel (Central) Park	-	750,000	5,400,000	
Prairie Line Trail - Art Park	-	325,000	3,325,000	
Waterway Park	-	150,000	6,200,000	5
Grand Total	-	1,545,000	27,680,357	10

Future Need (*immediate to next 20 years*)

The City and Metro Parks Tacoma have identified a need to maintain open space and expand parks facilities in the future. Additionally, community members have provided input that Tacoma's parks should have greater connectivity, promote environmental stewardship, provide programming that is accessible to all community members, and provide opportunities for special events and activities that improve cultural awareness and support economic development. The City and Metro Parks Tacoma continue to partner on potential transfers of City-owned parks to Metro Parks Tacoma.

Over the next 20 years, the City aims to enroll more passive open space properties in restoration efforts. Accordingly, more resources may be required to facilitate these efforts. The ES passive open space program is funded at approximately \$690,000 annually, but it is anticipated that approximately \$1M a year on average would be needed to meet the 2036 goal of all acres in restoration. The Public Works Active Open Space Program is funded solely through Street Vacation revenues, as required by RCW. Annual funding depends upon market fluctuations and increases/decreases in street vacation applications.

Level of Service Standards

The Growth Management Act requires local jurisdictions to identify their level of service for the various services they provide for Capital Facility Planning and Programming. In the case of recreation and open space, the level of service used for parks and open space planning purposes is stated below:

- Regional Parks = .007 acres per capita
- Local Parks = .003 acres per capita
- Open Space = .002 acres per capita

Parks and Open Space				
Population*	Public Facility/Service	Level of Service Standard	2020 Ratio	2028 Ratio (Projected)
2020 – 219,025	Local Parks	0.003 acres per capita Within ¾ mile of all residents	657	809
2028 – 269,825 (Projected)	Regional Parks	0.007 acres per capita	1,533	1,889
	Open Space	0.002 acres per capita	438	540

Maintenance

The City of Tacoma's Operating Budget includes \$275,000 annually for Urban Parks and Amenities. In addition to these amounts, the City plans to provide Metro Parks Tacoma with \$7.5 million in the 21-22 Biennium, in accordance with an interlocal agreement. These funds help with various Metro Parks activities including

maintenance. ES currently sponsors up to three Washington Conservation Corps crews for \$225,500/crew/year that perform maintenance on the passive open space properties. A detailed maintenance plan for existing parks facilities is shown in the table below.

Project Title	2023-2024 Total Funding	Previous Appropriation (2021-2022)	Estimated Annual Operations and Maintenance Costs
Julia's Gulch	\$42,600	\$42,000	\$21,300
Wapato Hills	\$137,000	\$136,000	\$68,500
Schuster Slope	\$115,000	\$115,000	\$50,000
Mason Gulch	\$75,000	\$75,000	\$15,000
Salmon Beach Slope	\$30,000	\$30,000	\$5,000
WCC crews	\$451,000	\$640,000	\$225,500
Volunteer Program	\$180,000	\$180,000	\$90,000
OS Misc. sites	\$300,000	\$217,000	\$10,000
Nursery	\$50,000	\$100,000	\$10,000
Grand Total	\$1,380,600	\$1,535,000	\$495,300

Public Safety

Law Enforcement

Background

The Tacoma Police Department provides law enforcement for the City of Tacoma. The Police Department is comprised of three bureaus: Administrative Services Bureau, which includes Hiring, Training, Finance, Crime Analysis, Accreditation, Harrison Range, Information Technology and Internal Affairs; the Investigations Bureau, which includes Criminal Investigations (Special Assaults, Homicide, Financial Crimes and Career Crimes), Special Investigations (Narcotics and Vice) and Forensics Services; Operations Bureau, which includes Patrol, Community Policing, Traffic, K-9, Animal Control, School Resource Program, Gang Unit and Special Teams to include the Special Weapons & Tactics Team (SWAT), Marine Services, Mobile Command, Explosive Ordnance Detail (EOD) and a commitment to community oriented policing. All facilities are within Tacoma city limits with a combined square footage of 85,043 feet.

Current State

The Police Department has one main Headquarters and five substations, one in each sector within the City and one in Northeast Tacoma. These substations have provided a greater police presence throughout the city which has assisted TPD in engaging with residents and providing services to the community.

Each substation is staffed by a Sector Lieutenant, Community Liaison Officers. The front desk/reception area is staffed primarily by volunteers. Each facility has a public meeting space and some sites also have a shared satellite office area for police partners. The design of the headquarters building has increased operational efficiency and outreach to city residents and community partners.

Recent Accomplishments

Police Headquarters/Fleet: Replaced the HVAC and air handling unit at the Fleet building.

Level of Service Standards

Tacoma's level of service standard for police facilities is 288.58 square feet per 1,000 people and is not subject to Tacoma's concurrency standard. The City is currently exceeding this standard. However, based on Tacoma's population growth target, the City will require an additional 9,582 square feet by 2040 to maintain this standard.

Law Enforcement						
Time Period	Population	Square feet required (0.289 sq. ft. per capita)	Building Space currently available	Proposed Projects	Subtotal	Net Reserve or Deficiency
2020	219,025	63,298	143,892	0	143,892	80,594
2021-2028 Increase	50,800	14,681	0	0	0	-
Total by Year 2028	269,825	77,979	143,892	0	143,892	65,943

Tacoma Fire

Background

The Tacoma Fire Department (TFD) provides fire protection, rescue, and emergency medical services (EMS) to approximately 230,000 residents of a 72.1 square mile service area, including Tacoma, Fife, Fircrest, unincorporated Pierce County Fire District 10, and Commencement Bay. The Department operates 16 fire stations, a Marine Security Operations Center, emergency communications and dispatch center, Training Center, vehicle shop, and prevention center. Two fire stations located in Fife and Fircrest—owned by Pierce County Fire District No. 10 and the City of Fircrest, respectively—provide fire protection and emergency medical services through service agreements with those jurisdictions.

Current State

TFD's mission drives its service delivery model: an operational structure and response system that ensures it is always prepared and ready to respond to any type of emergency. In 2018, Public Works completed a review and assessment of TFD's existing facilities. More than 70 percent of TFD's existing fire stations and facilities are over 40 to 100 years old.

Recent Accomplishments

The Department began construction on Station 5 and nearly completed the information phase of the facility master plan process. In addition, repair and replacement program funding has helped with the following projects: Replacing the deck at Fire Station #8 and began HVAC upgrades to nine Fire Facilities and continued the design/permitting.

Future Need (*immediate to next 20 years*)

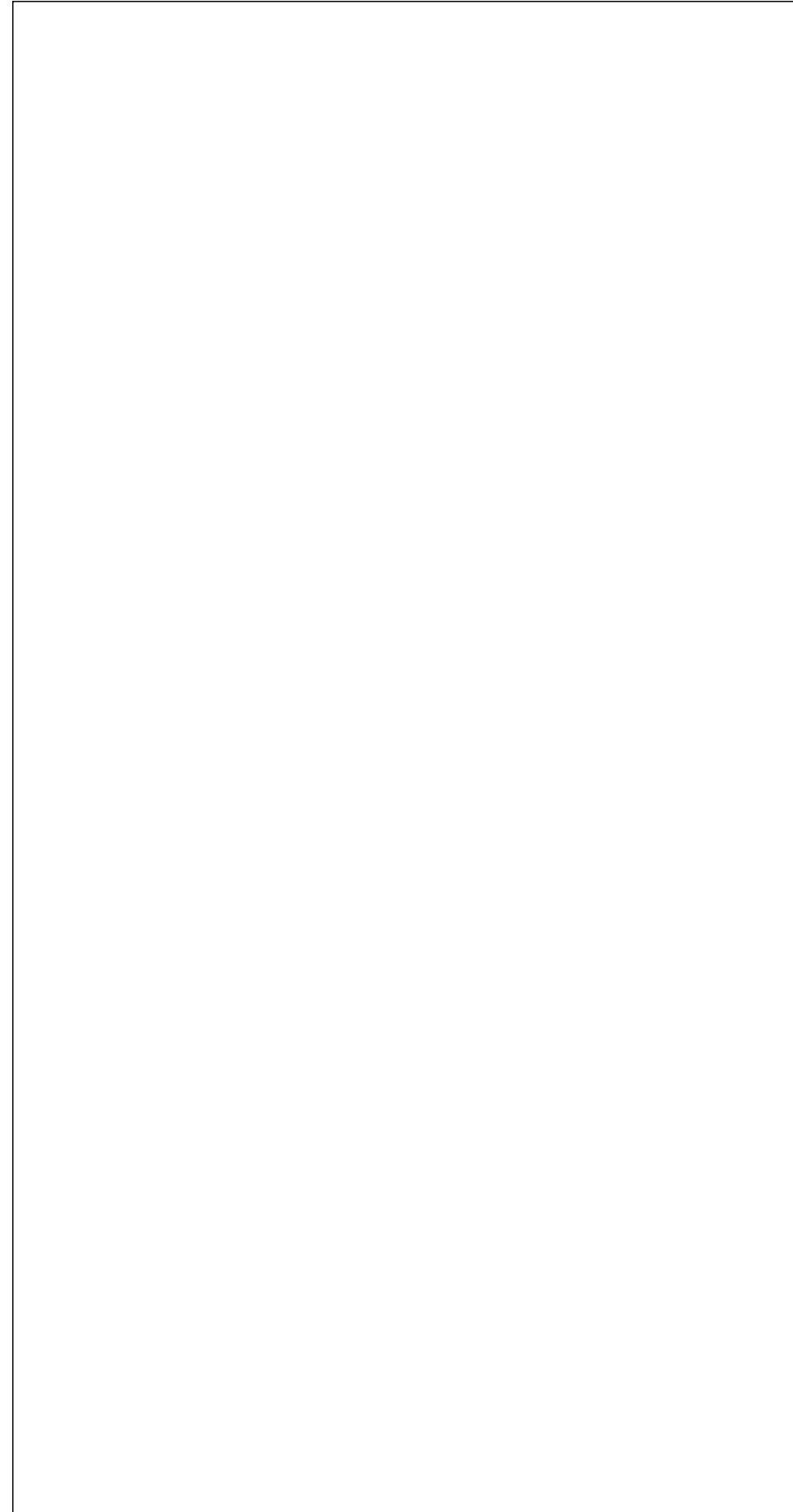
In the 2021-2022 biennium, TFD will continue construction on Station 5 and begin service provision to the Port of Tacoma and other industries in the Tideflats by the end of 2021. On Ruston Way, TFD will construct a new float system for the Marine Security Operations Center to enhance response capabilities in Commencement Bay.

In 2019-2020 biennium, TFD and Public Works started developing a service masterplan study in order to better understand the service delivery and facility needs as Tacoma and surrounding areas grow. The study found that eight stations and four other fire facilities were in poor condition, three stations were in fair condition, and four of those were not in the best locations to provide services. Overall, more than half of TFD's buildings need to be remodeled or replaced. The next steps of this study would have strategically prioritized renovation and upgrade projects to begin the long-term effort of modernizing TFD, its facilities, and its future emergency management systems; however, due to the financial impacts of the COVID-19 pandemic, this work was put on hold. In late 2022, however, the project has resumed and is on schedule to be completed in June 2023.

Level of Service Standards

Fire, EMS, and other emergency response services use Standards of Cover (SOC) as the level of service standards for their facilities and services. The SOC is based on risk and response standards in accordance with accepted federal guidelines. The standards are not subject to Tacoma's concurrency standard.

Fire Apparatus						
Time Period	Demand (Population*)	*Fire Apparatus Recommended per Community Risk Assessment	*Fire Apparatus Currently Available	Planned Projects	Subtotal	Net Reserve or Deficiency
2020	220,377	22.0	17.00	0.0	17.0	-5.0
2021-2028 Increase	4,000	0.4	0.0	1.0	1.0	1.0
Total by Year 2028	224,377	22.4	17.0	1.0	18.0	-4.4
*Population includes service areas outside the city limits.						



Emergency Medical Services

Time Period	Demand (Population*)	*EMS Units Recommended per Community Risk Assessment	EMS units currently available	Proposed Projects	Subtotal	Net Reserve or Deficiency
2020	220,377	7.0	7.0	0.0	7.0	0.0
2023		10.0	10.0	0.0	10.0	0.0
2021-2028 Increase	4,000	0.1	0.0	0.0	0.1	0.1
Total by Year 2028	220,377	10.1	7.0	0.0	7.1	-0.1
*Population includes service areas outside the city limits.						

Maintenance

The City of Tacoma's Operating Budget includes approximately \$600,000 annually for Fire and EMS maintenance.

2023-2024 Public Safety Projects

Public Safety projects, for Tacoma Police and Tacoma Fire, proposed in the next biennium are shown in the table below along with their anticipated total costs. These projects are typically managed by the Public Works, Facilities Division. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. Annual Maintenance
Fire Facilities Security Improvements	750,000	-	750,000	2
Fire Station #11 - Renovation & Expansion	-	-	8,500,000	2
Fire Station #4 - Renovation & Expansion	-	-	8,500,000	2
Harrison Range Improvements	350,000	-	780,000	2
New Fire Station #15 - Property & Initial Design	-	-	2,000,000	2
New Fire Station #5 (Tideflats)	-	7,005,000	7,005,000	2
New Fire Station #7 - Final Design & Construction	-	2,000,000	13,000,000	3
Police Headquarters - Energy Efficiency Improvements	-	-	2,500,000	
Tacoma Fire Facilities Master Plan	-	1,150,000	1,150,000	
Tacoma Fire Float Installation (MSOC)	-	1,499,966	2,599,966	7
Grand Total	1,100,000	11,654,966	46,784,966	24

Background

Transportation facilities in Tacoma include those for pedestrians, bicyclists, transit-users, cars, and freight. These facilities are provided by the City, the State, local agencies, private companies, and transit agencies. Tacoma's regional setting has a strong influence on travel patterns and future capital improvement needs. The City is bounded by Puget Sound and Commencement Bay as well as the communities of Ruston, Fife, Federal Way, Fircrest, Lakewood, University Place, and unincorporated Pierce County. Tacoma sits just north of a major military installation—Joint Base Lewis McChord (JBLM)—and is home to the Port of Tacoma, both of which produce a strong influence on transportation patterns. The City is also bisected by two major state facilities (I-5 and SR16) and includes other highways of regional importance (I-705 and SR 509).

Current State

Tacoma strives to develop and maintain a safe, accessible, and clean transportation network that accommodates all users moving by any mode: active, transit, truck, or car. During the recession, maintenance funding for transportation facilities was diminished. However, the 2015 voter-approved increase in property and utility earnings tax (known as the “Streets Initiative”) focused on funding for street improvements. These new funds have allowed the City to initiate new street repair projects and capital improvements. Other important facilities such as trails, school crossing beacons, and arterial and freight access roads are also funding priorities.

Recent Accomplishments

The City was awarded various grants to design and construct, and/or complete both motorized and non-motorized facilities. Projects include the Tacoma Link Extension, Taylor Way, Pipeline Trail Phase II, E 64th Street Pacific to McKinley, S 56th and Cirque Phase II, E. Portland Ave Safety Improvements, S. Stevens/Tyler Bike and Pedestrian Connector and Safe Routes to School Improvements at First Creek Middle School and Lister Elementary. The City also completed construction of multiple transportation projects such as: Prairie Line Trail Phase I, Water Flume Line Trail Phase IV, Tacoma Ave Bridge Rehabilitation, and Hilltop and South Downtown Pedestrian Improvements.

2023-2024 Transportation Projects

Transportation projects funded in the next biennium are shown in the table below along with their anticipated annual costs. The list includes projects that received new funding in the 2023-2024 biennium as well as active projects that have appropriations from previous bienniums. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028
15th Street Transient Moorage Replacement	-	797,783	797,783
34th St Bridge - Pacific Ave to E B St	-	-	10,000,000
56th Street South and Cirque Drive Corridor Improvements	-	11,637,651	11,637,651
6th Avenue Complete Streets	100,000	-	8,450,000
6th Avenue Pedestrian Crossing Safety Improvements	1,609,324	3,564,600	5,173,924
72nd/74th St Vision Zero Improvements	-	-	5,880,000
84th Street Complete Streets	-	-	5,000,000
Accessible Pedestrian Signals Program	150,000	-	1,150,000
Active Transportation Access to Pacific Avenue High Capacity Transit	-	-	1,000,000
ADA Curb Ramp Program	550,000	800,000	1,550,000
Adding New Streetlights (2021/2022)	-	-	2,500,000
Arterial Overlay Program	-	2,017,641	3,751,741
Bicycle & Pedestrian Education, Encouragement, and Safety Program	-	123,000	365,000
Bridge Capital Projects	1,700,000	1,000,000	2,700,000
Browning St - Grandview to Pioneer	-	-	3,200,000
City Contribution to Streets Initiative	1,500,000	20,250,000	30,000,000

City Support for SR167	-	1,200,000	2,000,000
City Support for Tacoma to Puyallup Regional Trail Connection	-	-	5,250,000
E 38th Street from E Portland Ave to SR7	1,261,000	100,000	1,361,000
East 11th Street Bridge Demolition over the Puyallup River	-	-	9,000,000
East 11th Street Bridge Replacement	-	3,000,000	153,000,000
East 11th Street Bridge Viaduct Demolition	3,500,000	3,800,000	7,600,000
East 64th Street : McKinley to Portland Ave (Phase 2)	11,900,000	665,000	12,565,000
East 64th Street : Pacific to McKinley (Phase 1)	-	9,248,262	9,248,262
East 64th Street : Portland Ave to City limits (Phase 3)	-	-	7,850,000
East Portland Ave (E 56th Street to E 64th Street)	1,030,000	100,000	1,130,000
East Portland Ave (E 64th to E 72nd)	112,881	-	112,881
East Portland Avenue Safety Improvements	-	3,909,594	3,909,594
Fawcett Avenue: South 19th to South 21st	-	3,543,290	3,543,290
First Creek Middle School Safe Routes to School	-	398,885	398,885
Hilltop Offsite Improvements	-	342,767	342,767
Historic Water Ditch Trail- Phase III & IV	4,100,000	13,005,578	17,357,578
I Street Overlay	-	1,016,641	1,016,641
I-5 Crossings Study Assessment	-	350,000	350,000
I-5/S. 56th Street Interchange - ADA Compliance	638,413	631,322	1,269,735
Lincoln Avenue Bridge & Overlay	-	4,843,722	4,843,722
Links to Opportunity	2,960,000	17,640,000	20,600,000
Links to Opportunity Phase 2	-	-	4,466,243
Lister Elementary School Safe Routes to School	-	550,115	550,115
Manitou Elementary Safe Routes to Schools	100,000	598,091	698,091
Missing Link Sidewalks	-	1,100,000	2,965,000
Municipal Dock Deck Demolition & Seawall Repair	-	1,095,572	1,095,572
Neighborhood Programs (PW)	100,000	540,989	1,140,989
North 21st Street: Proctor to Pearl	-	200,000	17,625,500
Northshore Parkway	-	-	4,400,000
Pedestrian and Bicycle Counts and Facility Inventories	-	234,000	234,000
Pedestrian Crossing Improvement Project Phase II	-	-	9,568,160
Pine St Protected Bike Lanes: Center - S 47th St	-	-	4,100,000
Pipeline Trail/Cross County Commuter Connector--Phase II	-	2,872,867	2,872,867
Portland Avenue Bridge Repair - Span Over BNSF Tracks	-	-	5,000,000
Portland Avenue Freight Access Improvements	250,000	435,800	4,613,020
Portland Avenue Vision Zero Improvements	1,000,000	-	5,325,000
Prairie Line Trail Phase II	7,000,000	1,102,222	8,102,222
Priority Active Transportation Small Project Improvements	1,300,000	442,890	3,242,890
Puyallup Avenue Transit/Complete Street Improvements	-	2,755,000	25,088,600
Puyallup River Bridge Replacement	-	-	180,000,000
Railroad Crossing Improvements	500,000	3,200,278	5,000,278
Revitalizing Tacoma's Brewery District with Complete Streets: Phase I	320,000	3,122,177	3,442,177
S 12th St, S 11th St, and Earnest S Brazill Protected Bike Lanes	-	-	1,003,989
S 21st St & C St Signal	-	1,188,835	1,188,835
S 25th Street Traffic Safety Enhancements	-	-	1,780,000
S Cedar St Active Transportation Enhancements: S 15th St to S Center St	-	2,016,630	2,016,630
S Orchard Street/Lakewood Drive (S 56th Street to S 74th Street)	-	80,567	15,080,567
S Yakima Ave Sidewalk - S 67th to S 70th	-	297,910	297,910
Safe Routes to School Improvements	1,100,000	1,900,000	4,400,000
Safe Routes to School Infrastructure Assessment	-	-	120,000
School Beacons	-	2,702,000	2,902,000
Schuster Parkway Promenade	-	1,616,660	46,734,310
Scott Pierson Trail Access and Safety	250,000	-	3,000,000
Sidewalk Abatement Program	-	403,685	403,685
Site 10 Seawall & Esplanade Repair and Replacement	-	1,715,026	1,715,026
Site 12 Seawall	-	1,700,000	1,700,000

South 19th and Clay Huntington	-	731,403	731,403
South 38th & Steele Street Intersection	-	-	1,500,000
South 74th Street: Tacoma Mall Blvd to West City Limits	-	-	4,400,000
South Sheridan Avenue: 56th to 84th - Complete Street	-	400,000	19,900,000
South Sound Freight Priority Modeling & Capital Planning	-	-	858,000
South Tacoma Sounder Station Access	-	-	20,100,000
South Yakima Avenue Traffic Signal Operations and Visibility Improvements	-	1,122,700	1,122,700
St Helen's Streetscape	-	-	6,525,000
Stadium Way to SR 705 Combined	4,552,600	848,500	5,401,100
Streetlight Infrastructure Deferred Maintenance	-	850,000	850,000
Streetlight Series Circuit Replacement	-	-	2,500,000
Streets Initiative Gravel Streets	-	1,002,394	1,002,394
Swan Creek Pedestrian Bridge & Connectivity	400,000	-	2,000,000
Systemic Safety Improvements	183,028	829,772	1,012,800
Tacoma Dome Link Extension Station Access	-	-	20,200,000
Tacoma Mall Neighborhood Loop Road	-	-	14,200,000
Taylor Way Rehabilitation	-	27,401,740	27,401,740
Titlow Park: Hidden Beach Bridge Replacement	350,000	-	3,500,000
TMP Conflicted Corridor Study	-	-	300,000
Traffic Enhancements	75,000	406,084	731,084
Traffic Signal New Installations	-	-	2,000,000
Traffic Signal Repair, Replacement, Rehabilitation, and Improvements	-	3,090,000	3,490,000
Tree Street Corridor (Alder/Cedar/Pine) Goes Green	-	-	6,110,000
Unfit/Unsafe Sidewalk Program	2,900,000	4,610,000	7,510,000
Union Avenue: South 19th to Center Street	-	-	1,130,000
Vision Zero Implementation	900,000	1,060,000	2,460,000
West Road	-	-	50,000
Grand Total	52,392,246	178,209,643	884,765,351

Future Need (immediate to next 20 years)

The Tacoma Streets Initiative has allowed the City to invest more resources into Tacoma transportation network. Even with those additional resources the City anticipates the need for greater investments in transportation facility improvements over the next 25 years given current and planned growth within the City along with the surrounding region.

Level of Service Standards

Transportation projects use the system completeness level of service standard as defined in the Transportation Master Plan. The standard states that the City will build the transportation system as defined in the Transportation Master Plan at a rate equal or ahead of the pace of development during the planning horizon and will also address existing deficiencies. The system completeness level of service standard is measured against the proportion of the transportation network that is constructed. On an individual project level, the City may continue to evaluate localized transportation effects, including safety concerns, bike and pedestrian access, and increases in auto delays along key corridors.

This new System Completeness standard moves beyond prescribing that a certain speed or intersection delay threshold be met. Instead project evaluation and prioritization will be multimodal and guided by performance measures that track the transportation system's progress toward meeting the policy goals set forth in the Transportation Master Plan. The performance measures as outlined in the Transportation Master Plan will evaluate the transportation system as a whole and track progress over time. In order to complete the vision outlined in the Transportation Master Plan, new funding strategies, such as impact fees, will be required.

Maintenance

The City of Tacoma's Operating Budget includes approximately \$27,500,000 annually in bridge maintenance, streetlight and signal maintenance, and street operations and maintenance. This includes:

- Bridge Maintenance \$1,200,000 annually
- Streetlight and Signal Maintenance \$2,200,000 annually

- Arterial Streets Rehabilitation \$18,800,000 annually
- Chip Seals \$6,500,000 annually
- Grind and Overlays \$13,700,000 annually



Solid Waste

Background

The City provides solid waste collection service for single and multi-family housing units, commercial customers, and all other solid waste customers within the city limits. Customers are offered curbside garbage, recycling and food/yard waste collection services, as well as self-haul options for garbage, recycling, yard waste and household hazardous waste disposal at the Tacoma Recovery and Transfer Center and satellite recycling stations. The Call-2-Haul program provides curbside bulk collection service to customers. Solid Waste Management also contributes to community cleanliness by collecting blight throughout the City. Outreach and education programs increase waste diversion.

Current State

The City's solid waste utility has several avenues to dispose of waste from its customers. For example, it has contracts for the disposal of garbage and the marketing and processing of recycling and food/yard waste. The City transports garbage to the 304th Street landfill in Pierce County, which is expected to have fill capacity to at least 2038. Before the City's garbage disposal contract expires in 2030, the City will have the option to extend or renegotiate the contract, or to put out a bid for alternative disposal services. The City does not anticipate constructing a new landfill in the future.

The utility will work with a consulting firm to develop a Master Site Plan for the City's Solid Waste Management facility and operations. The Master Site Plan will include developing a process to guide decisions on the most suitable end use options for the existing facility and closed landfill through stakeholder engagement.

Conversion of the collections fleet from diesel to CNG fuel continues and by the end of 2021, 47 of 75 trucks had been converted to CNG. An integrated Automatic Vehicle Location (AVL) Collections Management Solution is being installed on collection vehicles and equipment which utilizes "Smart Truck" technologies to improve fleet safety, sustainability, efficiencies, maintenance, and customer service using vehicle telematics. A 1.4 acre property was recently purchased and improvements are underway. Solid Waste Management is installing compactors downtown to enable efficient collections as the City densifies. Other improvements include fall protection in the fleet shop and the purchase and installation of a standby generator to operate compactors during power outages.

Work continues to delist the Recovery and Transfer Center as a Superfund site; this includes decommissioning gas probe and extraction wells and preparation of a memo to the EPA that states the Consent Decree has been met.

Recent Accomplishments

An upgrade to the CNG fuel station to increase capacity as well as modifications to the shop facility to support the continued transition to a CNG fleet to reduce greenhouse gas emissions was recently completed. Four of five satellite recycling stations have been developed to provide residents with drop-off locations for glass and other materials and the fifth is expected to open at the end of 2022.

Electric vehicle charging stations were installed at the Recovery and Transfer Center to support climate action initiatives.

2023-2024 Solid Waste Projects

Solid Waste projects funded in the next biennium are shown in the table below. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. An Mainten
Solid Waste Management Facilities Upgrades and Maintenance	3,108,210	5,148,733	17,838,943	
Grand Total	3,108,210	5,148,733	17,838,943	

Future Need (immediate to next 20 years)

With the completed construction of the Tacoma Recovery and Transfer Center, no major capital facility construction is anticipated for the solid waste utility for the next 20+ years. However, development of an asset management plan is necessary to support effective planning for asset maintenance and replacement. Equipment investments aim to support increased resource recovery and thus diversion from the landfill will be a priority.

Level of Service Standards

The level of service is 1.24 tons per capita per year and is subject to concurrency.

Solid Waste						
Time Period	Population	*Annual demand (1.24 tons per capita per year)	Currently Available	Proposed Projects	Subtotal	Net Reserve or Deficiency
2020	219,025	271,591	270,000	0	270,000	(1,591)
2021-2028 Increase	50,800	28,360	0	0	0	0
Total by Year 2028	269,825	298,465	270,000	0	270,000	(28,465)

Additional capacity would be available via disposal at 304th Street Landfill, if necessary. It is estimated that the existing disposal operation is sufficient to meet the needs through the next six years. The table below provides estimates by category for the currently available capacity; actual tonnages disposed are anticipated to be within the levels of available capacity.

Means of Solid Waste Disposal (Tons per Year)						
	2021	2022	2023	2024	2025	2026
304 th Street Landfill	200,000	200,000	200,000	210,000	210,000	210,000
Compost	40,000	40,000	40,000	40,000	40,000	40,000
Recycled	30,000	30,000	30,000	30,000	30,000	35,000
Total Tons	270,000	270,000	270,000	270,000	270,000	285,000

Current Inventory Maintenance Costs

Maintenance costs are projected to increase at a standard inflationary rate in the next six years. There are no new projects with anticipated cost increases that will not be offset by savings from acquiring newer assets with lower maintenance needs. The maintenance spending plan is shown below.

	2023	2024	2025	2026	2027	2028
Estimated Cost	2,209,951	2,303,776	2,403,163	2,506,946	2,615,323	2,728,501

Stormwater

Background

Tacoma was founded in 1868 and construction of the first community sewers occurred in 1880. The sewers were installed to follow the shortest path to the tidewaters of Commencement Bay. From that time until 1928, collection systems for sanitary sewage and stormwater were separately constructed and were interconnected only at the head of ravines or near the points of final disposal. Between 1928 and 1946, most collection system construction was of the combined type where sanitary sewage and stormwater from surface water runoff were conveyed to the Bay in the same pipe. Collection systems constructed since 1946 have been separate.

During the late 1950s and throughout the 1960s, the City sold bonds to finance both the construction of new stormwater systems (both large diameter pipes and holding basins) and the separation of the combined systems from the 1930s and 1940s. A stormwater utility was formed in 1979 to provide funding for these activities. Today, that utility, Stormwater, constructs new stormwater lines and oversees the operation and maintenance of the existing ones.

The stormwater within the City is conveyed to various receiving waters in and around the City. Some of the stormwater, particularly in the southern portion of the City flows through lakes and/or holding basins before flowing into streams. There are also three major pumping stations in parts of the system. All stormwater eventually ends up in Puget Sound. The major lakes, holding basins and trunk lines are located on Map 5.

Current State



Environmental Services - Capital Delivery Group, in coordination with Asset Management, continually works to maintain, upgrade, and expand its stormwater system. As the City's population increases, this work will likely continue for the foreseeable future. In recent years, Environmental Services has emphasized green infrastructure as its scope of work expands.

For existing assets, the Asset Management Group analyzes life cycle data, likelihood of failure (LOF), and consequence of failure (COF) of stormwater assets. The Group then assigns priority to capital improvements based upon this analysis.

In addition to publicly funded improvements to the stormwater system, privately funded new development and redevelopment projects may be required, based upon local regulations, to provide improvements to the stormwater system including extension of stormwater lines, upgrades to existing systems, and treatment and flow control facilities.

Recent Accomplishments

Several projects have been completed in the 2021-2022 biennium such as upgrades and extensions to existing conveyance systems.

Notable Projects Completed (2021-2022):

- Stormwater, Wastewater & Water Main Replacement Project-Cushman
- SW & WW Sewer Repl. Various Areas - Wright, Carr, Johan, 9th, 12th, 26th, & 53rd
- SI 14 - N Alder & 19th
- WW & SW Replacement - S 21st St, Fawcett Ave, Court E
- SW 2019 CIPP Rehab in Various Areas
- 2019A Wastewater Replacement - N 47th & Orchard Vicinity
- SW 2020 CIPP Rehab in Various Areas
- SW SI 22 East N St
- Sound Transit Link Light Rail Expansion
- Jefferson and Hood St SW Interceptor

2023-2024 Stormwater Projects

Stormwater projects funded in the next biennium are shown in the table on the following page. The list includes projects that received new funding in the 2023-2024 biennium as well as active projects that have appropriations from previous bienniums. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. An Mainten
Facilities Projects	2,111,860	256,684	8,730,370	
Stormwater Collection System Projects	36,093,903	40,644,606	123,071,515	
Treatment and Low Impact Projects	33,344,758	11,904,184	45,248,942	
Grand Total	71,550,521	52,805,474	177,050,827	

Future Need (*immediate to next 20 years*)

Projects Under Design:

- SI 18 - S. 19th Street
- SI 24 SW & WW LID Extensions-various areas North End
- SI 32 - SW & WW S 12th & Prospect, S 14th, Ferry St
- WW & SW Sewer Pipe Repl. Various Areas - N 8th & Pine, N 9th & Orchard
- First Creek WW & SW - East Fairbanks to East 34th Street
- WW & SW Trunk Main Replacement Project - Puyallup Avenue and A Street
- SI 15 SW Extensions (E. L. St., Valley View Terrace, E. N. St.)
- SI 28 East F St
- SW - Various area project, N I St, S 50th, S 15th, S 42nd
- Leach Creek Stormwater Holding Basin Modifications
- SW & WW Manitou District Green Infrastructure Project

- Larchmont District Green Infrastructure Project

Projects Under Contract and/or Construction:

- Upper Buckley Water Quality Project
- SW and WW Madison District Green Infrastructure Project

Level of Service Standards

Stormwater level of service standards are described below and are subject to concurrency.

Piped Conveyance Systems Capacity

The level of service standard for private stormwater conveyance pipes is:

- For the 10-year, 24-hour design storm, assuming a Type 1A rainfall distribution (3.0-inches) using a 10-minute timestep, there shall be a 0.5 feet of freeboard between the water surface and the top of any maintenance hole of catch basin.
- For the 100-year, 24-hour design storm, assuming a Type 1A rainfall distribution (4.1- inches) using a 10-minute timestep, overtopping of the pipe conveyance system may occur, however, the additional flow shall not extend beyond half the lane width of the outside lane of the traveled way and shall not exceed 4 inches in depth at its deepest point.
- For the 100-year, 24-hour design storm assuming a Type 1A rainfall distribution (4.1- inches) using a 10-minute timestep, off-channel storage on private property is allowed with recording of the proper easements. When this occurs, the additional flow over the ground surface is analyzed using the methods for open channels described in the SWMM.

The level of service for all publicly maintained conveyance pipes is:

- For the 25-year, 24-hour design storm, assuming a Type 1A rainfall distribution (3.5- inches) using a 10-minute timestep, there shall be a minimum of 0.5 feet of freeboard between the water surface and the top of any maintenance hole or catch basin.
- For the 100-year, 24-hour design storm, assuming a Type 1A rainfall distribution (4.1- inches) using a 10-minute timestep, overtopping of the pipe conveyance system may occur, however, the additional flow shall not extend beyond half the lane width of the outside lane of the traveled way and shall not exceed 4 inches in depth at its deepest point.

Flow Control

Projects that meet or exceed certain thresholds outlined in the 2021 Stormwater Management Manual, are required to construct flow control facilities and/or land use management BMPs.

The level of service standard for flow control facilities is as follows:

- Stormwater discharges shall match developed discharge durations to pre-developed discharge durations for the range of pre-developed discharge rates from 50% of the 2-year return period flowrate up to the full 50-year return period flowrate.
 - The pre-developed condition to be matched is forested land cover unless
 - Reasonable historic information is provided that indicates the site was prairie prior to settlement. ◦ Note: an applicant may submit this historical information as part of the Stormwater Site Plan Report for any given project. In this case, the predeveloped condition to be matched can be modeled as pasture (Flow Control - Pasture Conditions Mitigation) -
 - The project is located within an area which has been verified to have 40% Total Impervious Area as of 1985 (the drainage area of the immediate stream and all subsequent downstream basins have had at least 40% total impervious area (TIA) since 1985). Figure 1 - 4: 40% Total Impervious Area as of 1985 depicts those areas meeting the criteria. The City of Tacoma tMap also has a layer showing these areas.
 - Note: only the approved map determines these areas. Additionally areas cannot be added on a case by case basis. In this case, the predeveloped condition to be matched can be the existing land cover condition (Flow Control - Existing Conditions Mitigation).

Stormwater Treatment Facilities

Projects that meet or exceed certain thresholds outlined in the 2021 Stormwater Management Manual, are required to construct stormwater treatment facilities. All new treatment facilities shall be designed using either the water quality design flow volume, or the water quality design flow rate.

The water quality design flow volumes shall be calculated using an approved continuous simulation model, assuming a 15-minute timestep.

The water quality design flow rate shall be based upon the following:

- Preceding Detention Facilities or when Detention Facilities are not required: The flowrate at or below which 91% of the total runoff volume, as estimated by an approved continuous simulation model, assuming 15-minute timestep, is treated; or
- Downstream of Detention Facilities: The full 2-year release rate from the detention facility.

Maintenance

The annual maintenance costs of stormwater infrastructure will fluctuate based upon maintenance cycles of existing facilities and the construction of additional facilities over the next six years.

Routine Maintenance	2023	2024	2025	2026	2027	2028	Total
Collection System	4,685,792	4,939,783	5,186,772	5,446,111	5,718,416	6,004,337	31,981,211
Pump Stations & Holding Basins	364,442	378,670	397,604	417,484	438,358	460,276	2,456,813

Wastewater

Background

Tacoma's wastewater facilities include more than 700 miles of wastewater sewer pipes, 47 pump stations, and two treatment plants: the Central and North End Wastewater Treatment Plants. The Central and North End Wastewater Treatment Plants provide wastewater treatment to Tacoma, Ruston, Fircrest, Fife, Milton, parts of Federal Way and parts of unincorporated Pierce County including Dash Point and Browns Point. Wastewater from Tacoma's Western Slopes service area is conveyed to the Pierce County Chambers Creek Facility for treatment. The Western Slopes Wastewater Treatment Plant was taken out of service in 1990.

Current State

Capacity in the City's system for collecting and treating wastewater is a function of both the quantity of flow generated by the City's customers and the amount of inflow and infiltration (I/I) of surface water runoff and groundwater that enters the wastewater collection system through cracks in pipes or other similar defects.

The City's two treatment plants, the CTP and NETP, have a total permitted peak hydraulic capacity of 176 MGD (150 MGD at the CTP and 15.8 MGD at the NETP). In addition, the City has an agreement with Pierce County which allows a peak flow transfer of 3.9 MGD from the City's Western Slopes area to Pierce County's Chambers Creek Treatment Plant. This gives the City a total permitted peak hydraulic treatment capacity of 169.7 MGD.

A further restriction on the City's treatment capacity is the amount of flow that can be treated to secondary standards during the maximum flow month (maximum month flow is based on an average of the total daily plant flow throughout an entire month). The City's agreement with Pierce County's Chambers Creek Treatment Plant for treatment capacity is approximately 1.3 MGD. In addition to the 1.3 MGD treatment capacity through Pierce County, the City's two treatment plants have a secondary treatment capacity of 67.2 MGD (60 MGD at the CTP and 7.2 MGD at the NETP), giving the City a total secondary treatment capacity of 68.5 MGD.

The collection system capacity is not uniformly distributed throughout the system and no guarantee can be made that there is capacity in every line for every new development. As the area's population grows, determinations are made by the City on a case-by-case basis for new developments to ensure that capacity is either available in the existing collection system or is required to be provided by the applicant.

Recent Accomplishments

Numerous projects have been completed in the 2021-2022 biennium. Notable projects include:

- Taylor Way Pump Station Force Main Replacement
- Central Treatment Plant Energy Management Improvements
- Central Treatment Plant Electrical Distribution System Replacement
- Central Treatment Plant Supernate Pipe Replacement

In addition, numerous improvements and rehabilitations to the 700-mile network of underground collection system pipes were completed in the last biennium. In partnership with the Public Works Department, the Wastewater utility completed other small projects around the city. Planning and design activities are moving forward for other capital projects in 2023 and beyond.

2023-2024 Projects

Wastewater projects funded in the next biennium are shown in the table below. This includes projects that received new funding in the 2023-2024 biennium, as well as active projects that have appropriations from previous bienniums. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. Ann Mainten
North End Treatment Plant Projects	15,415,023	2,173,118	18,625,700	
Pump Station Projects	8,452,236	6,891,151	15,992,706	
Transportation	-	-	79,919,129	
Wastewater Collection System Projects	39,013,760	23,179,849	114,406,394	
Grand Total	62,881,019	32,244,118	228,943,929	

Future Need *(immediate to next 20 years)*

The City is currently in the process of developing a comprehensive sewer plan. This plan will provide a long-term strategy for the City's wastewater facilities. This will include the review of current conveyance and treatment capacity along with future growth projections to determine what improvement may be necessary to meet future demands.

Level of Service Standards

The level of service standard for Wastewater is 200 gallons per capita per day (GPCD) Maximum Month Flow and 400 GPCD Peak Hydraulic or Peak Instantaneous Flow. This standard is subject to concurrency. These level of service standards will be reviewed as part of the development of the Comprehensive Sewer Plan.

Wastewater Management							
Flow Demand (Million Gallons per Day)				Capacity Avail (Million Gallons per Day)		Net Reserve or Deficiency (Million per Day)	
	Central & North End Treatment Plant Demand *(Population)	Max Month @ 200 GPCD	*Peak Instant @ 400 GPCD	Permitted Max Month Secondary Treatment	Permitted Peak Instant	Max Month Secondary Treatment	Peak Instant
2020	327,463	63.4	126.9	68.5	169.7	5.1	42
2021-2028 Increase	61,625	3.3	6.6	68.5	169.7	N/A	N/A
Total by Year 2028	389,088	66.7	133.5	68.5	169.7	1.8	36

* Includes Tacoma, Fircrest, Fife, Milton, Ruston, parts of Federal Way, and parts of unincorporated Pierce County including Dash Point and Browns Point. Note that Tacoma's Western Slopes are sent to Pierce County for treatment but population for this area is included here. Note the residential population for the City of Tacoma and the Contract service area outside Tacoma City limits is approximately 219,025 and approximately 40,000 respectively. In addition a population equivalent factor has been applied to the Central Treatment Plant (CTP) service area to factor in industrial customers - this equivalent residential population is 67,313. A factor of 35 percent of the CTP service area residential population was used to calculate the equivalent population. For the North End Plant (NETP) a residential equivalent population of 1,125 was calculated for the Point Defiance Park area.

Maintenance

Current Inventory Maintenance Costs



The annual maintenance costs of wastewater infrastructure will fluctuate based upon maintenance cycles of existing facilities and the construction of additional facilities over the next six years.

Routine Maintenance	2023	2024	2025	2026	2027	2028	Total
Collection System	7,468,140	7,859,964	8,252,962	8,665,610	9,098,891	9,553,835	
Pump Stations	1,177,699	1,229,756	1,291,244	1,355,806	1,423,596	1,494,776	
Treatment Facilities	8,383,163	8,811,463	9,252,036	9,714,638	10,200,370	10,710,388	

Tacoma Power

Background

Tacoma Power serves a 180 square mile area that includes the cities of Tacoma, University Place and Fircrest; portions of the cities of Fife, Lakewood, Federal Way and Steilacoom; Joint Base Lewis-McChord; and portions of Pierce County as far south as Roy. The area is diverse, ranging from industrial and high-density urban areas to sparsely populated rural areas.

Current State

Over the next twenty years, prior to conservation and codes & standards, utility load is expected to remain essentially flat. After conservation and codes & standards, the utility's load is projected to decline. Tacoma Power has sufficient surplus energy under most conditions to meet forecasted demand (also referred to as "loads") well into the future and plans to acquire 10MW of demand response to ensure the utility has enough resources even under extremely low water conditions.

Recent Accomplishments

Conservation is an integral component in Tacoma Power's resource strategy. From 1990 to 2020, the utility spent approximately \$196.4 million on conservation. These incentives helped the utility to acquire just over a billion kWh in savings.

2023-2024 Tacoma Power Projects

Tacoma Power projects funded in the next biennium are shown in the following table. The list includes projects that received new funding in the 2023-2024 biennium as well as active projects that have appropriations from previous bienniums. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. Annual Maintenance
General Plant	21,129,000	24,461,000	92,209,008	
Power Generation	41,551,000	30,318,000	171,141,870	
Power Management	13,832,000	11,389,000	55,607,428	
Transmission & Distribution	64,301,000	47,149,000	228,733,532	
Utility Technology Services	38,566,000	36,581,000	116,733,477	
Grand Total	179,379,000	149,898,000	664,425,315	

Future Need (immediate to next 20 years)

Tacoma Power is focused on addressing aging electrical infrastructure to ensure the system is reliable. Tacoma Power has created an asset management group to help develop strategies for infrastructure replacement that balance cost, risk, and performance.

Level of Service Standards

Tacoma Power's level of service standards are described below and are subject to concurrency.

Electric Utility
Level of Service Standard
Voltage level + or - 5%

Average annual system outage duration 75 minutes or less
Average annual system outage frequency 0.95 or less

Projected Facilities Land Needs (Number of Acres Needed)							
	2023	2024	2025	2026	2027	2028	Total
Electric Utility	0	0	0	1	0	1	2

Maintenance

Current Inventory Maintenance Costs

Routine Maintenance	2023	2024	2025	2026	2027	2028	Total
Tacoma Power	29,577,000	30,287,000	31,014,000	31,758,000	32,520,000	33,300,000	188,456,000

Project Maintenance Costs

Routine Maintenance	2023	2024	2025	2026	2027	2028	Total
Tacoma Power	55,000	52,000	60,000	62,000	55,000	55,000	339,000

Tacoma Power												
	Annual Energy		Annual Energy		Annual Energy		Annual Energy		Annual Energy		Annual Energy	
	2023		2024		2025		2026		2027		2028	
	Peak MW	aMW*	Peak MW	aMW*	Peak MW	aMW*	Peak MW	aMW*	Peak MW	aMW*	Peak MW	aMW*
Requirements												
Load (1)	902.09	556.7	897.7	550.0	894.9	547.0	892.1	541.0	882.4	535.2	878.4	527.8
Resources												
Tacoma Hydro	Capacity	aMW (2)	Capacity	aMW (2)	Capacity	aMW (2)	Capacity	aMW (2)	Capacity	aMW (2)	Capacity	aMW (2)
Nisqually	115.4	48.0	115.0	48.0	115.0	48.0	115.0	48.0	115.0	48.0	115.0	48.0
Cushman	141.6	17.1	141.6	17.1	141.6	17.2	141.6	17.2	141.6	17.1	141.6	17.1
Cowlitz	561.4	108.5	561.4	108.4	561.4	108.6	561.4	108.4	561.4	108.5	561.4	108.3
Wapato	16.0	3.6	16.0	3.6	16.0	3.6	16.0	3.6	16.0	3.6	16.0	3.6
Total Tacoma Hydro	834.4	177.2	834.0	177.1	834.0	177.4	834.0	177.2	834.0	177.2	834.0	177.0
Other Resources		379.5		372.9		369.6		363.8		358.0		350.8
Total Resources		556.7		550.0		547.0		541.0		535.2		527.8

aMW* = average megawatt demand for whole year
 (1) Based on the most recent load forecast available
 (2) Based on critical water inflows
 (3) Other resources include BPA purchases, long and short term contract purchases, demand side resources and may also include output above critical capability, and other unspecified resources

Tacoma Rail

Background

The municipal railway system is managed and operated by Tacoma Rail, an operating division of Tacoma Public Utilities, and consists of two divisions, the Tidelands/South Tacoma Division (TML) and the Mountain Division (TRMW).

Current State

The current state of the municipal railway system is good. However, the railroad industry is constantly changing. Therefore, Tacoma Rail constantly works to make upgrades to the system to improve safety, upgrade technology, and meet the needs of its customers.

Recent Accomplishments

Tacoma Rail has worked to improve and repair its network where needed. Track rehabilitation projects will continue, as well as system capacity improvements designed to improve operational efficiencies. These projects are designed to support of freight rail traffic destined for the various Port Terminals, U.S. Oil, and other Tidelands Division customers. Tacoma Rail continues to pursue funding partnerships to advance locomotive fleet modernization and environmental stewardship objectives. To that end, uncertified EPA locomotives have been retired and replaced with modern EPA certified locomotives.

2023-2024 Tacoma Rail Projects

Tacoma Rail projects funded in the next biennium are shown in the table below. The list includes projects that received new funding in the 2021-2022 biennium as well as active projects that have appropriations from previous bienniums. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. Ann Mainten
Communications	-	-	250,000	
Facility Upgrades	4,085,000	-	12,085,000	
Rail Equipment/Vehicles	1,510,000	-	5,510,000	
Track Improvements	4,645,000	-	14,645,000	
Grand Total	10,240,000	-	32,490,000	

Future Need *(immediate to next 20 years)*

Tacoma Rail is required to install onboard Positive Train Control (PTC) equipment on four (4) locomotives in order to maintain existing levels of service to South Tacoma and Mountain Division customers. Tacoma Rail continues to work with key stakeholders to ensure seamless integration upon BNSF's implementation of PTC in the Pacific Northwest.

Level of Service Standards

The recommended level of service (LOS) standard for Tacoma Rail's staging yard is 1.07 track feet per car. No level of service standard has been set for Tacoma Rail's Mountain Division. The municipal railway is not subject to Tacoma's concurrency standard.

Tacoma Rail's Tidelands Division level of service is based on the overall level of track footage within the rail classification yard. The rail yard consists of approximately 20 miles or 106,830 feet of track, of which the functional capacity is 80% during peak volume periods. Those periods are planned based on ship arrivals to the various terminals and the corresponding interchange of trains to/from the Burlington Northern Santa Fe and Union Pacific railroads. The capacity of the yard is not expected to increase substantially, although Tacoma Rail and the Port of Tacoma worked collaboratively to design a series of practical track reconfigurations which will provide improved operational efficiencies and support or enhance regional competitive objectives.

In addition to the classification yard tracks, there are an additional 15 miles or 79,000 feet of track infrastructure used to serve Tacoma Rail commercial customers. Capital needs will be annualized, routine rail, cross tie, and associated track component replacements will continue throughout the six-year period, with those costs expected to be in the \$1.5M to \$2.0M range annually.

Tacoma Water

Background

Tacoma Water provides water service to residences, businesses, and industries located in the Cities of Tacoma, University Place, Puyallup, Bonney Lake, Fircrest, Lakewood, Federal Way, the town of Ruston, and portions of Pierce and King Counties. Tacoma Water also provides wholesale water supplies to independent water purveyors operating in Pierce and King Counties, and is a participant in a regional partnership known as the Regional Water Supply System formed by Tacoma Water, the Lakehaven Utility District, the City of Kent, and the Covington Water District.

TPU's water utility facilities include three office buildings located at S. 35th St. and S. Union Ave, 130th Ave E. and Reservoir Road and at the Green River Filtration Facility, 1,290 miles of distribution mains, 150 miles of large transmission mains, 25 pump stations, 14 reservoirs, five standpipes, and 32 wells.

The Green River, located in King County, is Tacoma Water's primary water source. The Green River First Diversion Water Right can supply up to 73 million gallons of water each day, but is subject to minimum river flows as established in an agreement reached with the Muckleshoot Indian Tribe. The supply under this water right can be replaced with water from the seven North Fork wells when water in the Green River is turbid, or cloudy. The Green River Second Diversion Water Right can provide up to 65 million gallons of water each day.

Current State

In addition to surface and groundwater sources in the Green River Watershed, in-town wells have a short-term combined pumping capacity of approximately 42 million gallons a day (mgd) with the potential to increase the output to 47 mgd if wells with operational issues are approved for use. Based on a demand forecast conducted by TPU in 2022 that took into account peak day requirements and a 0.8% annualized population growth rate, the utility has sufficient water capacity through 2060.

Recent Accomplishments

Tacoma Water recently completed major seismic retrofitting to Hood Street Reservoir, a key water storage component of Tacoma Water's infrastructure that increases the reliability and resiliency of the system. This will increase the probability of being able to continue to supply water after a regional seismic event.

Recent modernization of SCADA software and communication systems reduce dependability on network services provided by third parties with aging infrastructure and increased reliability of the system resulting in less outage and down time.

2023-2024 Tacoma Water Projects

Tacoma Water projects funded in the next biennium are shown in the table below. The list includes projects that received new funding in the 2023-2024 biennium as well as active projects that have appropriations from previous bienniums. Detailed funding and spending pages are available in the digital version of this book.

Project Title	2023-2024 Total Funding	Previous Appropriation	Total Project Costs Through 2028	Est. An Mainten
General Improvements	13,625,833	6,716,969	24,898,455	
RWSS Cost Share Eligible Projects	3,491,847	29,991	10,484,128	
Water Distribution	10,432,710	9,541,118	29,262,304	
Water Quality	6,881,250	240,000	7,876,250	
Water Supply/Transmission/Storage	12,796,200	10,478,418	52,339,618	
Grand Total	47,227,840	27,006,496	124,860,755	

Future Need

Based on updated supply and demand modeling, Tacoma Water has identified the need to increase the reliability of groundwater supply in order to ensure adequate supply through 2070 while also minimizing the frequency of mandatory curtailments. The Public Advisory Committee for the Integrated Resource Plan agreed to a Resource Adequacy Standard of no more than one mandatory curtailment per 25 years on average. Tacoma Water has developed a Wells Master Plan that aims to renew and rehabilitate key wells and intends to execute this plan over the next two biennia.

Additionally, Tacoma Water has begun the process of contracting the analysis of various alternatives to pressurize a primary transmission pipeline. Once an alternative is selected, Tacoma Water will begin the design and construction phases, in which different sections of the pipeline will be strategically taken offline and either modified, replaced, or abandoned in place. The

purpose of this project is to increase consumer safety by preventing groundwater from entering the pipe, while utility personnel will continue to monitor downstream water samples.

Finally, Tacoma Water is continuing projects to fortify critical infrastructure from seismic risk. These facilities include reservoirs, pump stations, and operations facilities and the upgrades will ensure that Tacoma Water will be able to maintain adequate service capabilities in the event of a regional seismic event.

Level of Service Standards

The City of Tacoma Capital Facilities Program (CFP) establishes a level of service of 442 gallons per day (gpd) per equivalent residential unit (ERU) and/or as contained in Tacoma Water's current Washington State Department of Health approved water system plan. This standard is subject to concurrency.

442 gpd per ERU represents a 4-day peak period demand, with a peak factor of 2.01 times the actual average daily residential water consumption of 220 gpd per ERU. The 4-day peak (maximum) is the average use per day of the four highest consecutive days of water use in the summer months.

Based on current (2020) demand forecasts, Tacoma Water projects excess supplies, when taking into account peak-day requirements, until the year 2060.

Maintenance

Annual Maintenance Costs

Routine Maintenance	2021	2022	2023	2024	2025	2026	Total
Tacoma Water	\$8.24M	\$8.49M	\$8.74M	\$9.00M	\$9.27M	\$9.55M	\$53.29M

Future Projects

Project Title	Total Cost
South Tacoma Business District Streetscape	
This project includes infrastructure improvements such as landscaping, green street-scaping, de-paving, and street repair in the South Tacoma Business District.	2,000,000
Tideflats Area Short-Term ITS Improvements	
This project implements the Intelligent Transportation Systems (ITS) projects identified in the Tideflats and Port of Tacoma ITS Strategic Plan.	3,100,000
Arterial Traffic Calming	
This project will analyze and install traffic calming tools and improvements on arterial corridors to address collisions and neighborhood livability.	600,000
South Tacoma Way: 47th to 56th Street	
This project consists of an asphalt overlay of South Tacoma Way from S 47th to S 56th St, and includes curb & gutter, ADA compliant curb ramps, repair hazardous sidewalks, add sidewalks where necessary, street-lighting as needed, and landscaping.	6,000,000
Tacoma Mall/I-5 Direct Access	
This project will construct a new overpass from southbound I-5 at S 38th St to Tacoma Mall Blvd. It will include roadway modifications, new signals, streetlighting, landscaping, and utility work.	22,290,000
Walters Road	
Project will include widening and replacing the existing roadway section to include two 11' vehicle lanes, new curb and gutter, 7' sidewalks, and 5' bike lanes on both sides of the road. Other elements include LED lights and a new stormwater system.	3,967,500
Pearl Street Lighting & Pedestrian Improvements	
The project will improve/include street and pedestrian lighting, sidewalks, banners poles, bike lanes, 2-3 mid-block crossings, traffic calming (49th, 52nd, 48th), bus shelters, wayfinding, and streetscape.	850,000
Tacoma Mall Transit Center	
This project includes a new transit center with six bus bays, shelter, layover space, and passenger amenities. The project is expected to be phased with phase 1 including a location study and preliminary design.	28,900,000
South 86th: Thompson to Yakima & South Thompson: 86th to 84th	
This 3-block connection project between Fern Hill Elementary and Baker Middle School would consist of roadway reconstruction, traffic calming, sidewalks, and intersection safety improvements.	5,000,000
Main Boiler Replacement	
The Main library's boiler is inefficient, old, and at risk of failing. Funding is needed to modernize this vital piece of equipment.	-
East/West Bikeway Connection	
This project will evaluate, prioritize, and construct east/west bikeway connections south of S 38th St. This project is in coordination with I-5 Active Transportation Crossing Program.	3,000,000
Protected Bikeway on Tyler St	



This project will design and construct a protected bikeway on S Tyler St, connecting to existing bike facilities. This includes connectivity to Scott Pierson Trail and a potential bike/ped crossing near the SR16 Overpass. 1,725,000

A Street: 34th to 96th - Complete Street

This project would construct A St and a connector via E B St from S 96th St to E 34th St as a complete street with curb, gutter, sidewalks, bike boulevard, traffic calming, and streetlighting. 10,000,000

Tacoma Fire Facilities Improvements

This project would provide for improvements to the Tacoma Fire Department's portfolio of facilities. Facility improvements range from repair & replacements, renovations, and new facilities. 225,000,000

Grand Total 312,432,500

Funding Overview

Overview

This section provides an overview of the sources of funding for the 2023-2028 Capital Facilities Program.

- The **New Funding** identified in 2023-2024 is appropriated within the 2023-2024 Capital Budget.
- **Total Confirmed Funding** includes New Funding and any funding that has been appropriated by City Council in a previous biennium.
- **Total Requested Funding** is the total amount needed to fund project costs through 2028. This amount may only be for a portion of the project if it is planned to be completed in phases.

This section includes the following reports:

Funding Summary Report – Identifies totals for each funding source within the CFP.

Funding Detail Report – Identifies all projects by funding source and their expenditure amounts.

Miscellaneous Reports

Overview

This section provides additional information about projects in the 2021-2026 Capital Facilities Program and includes the following reports:

Operating Impacts Report

The development and implementation of capital projects is accompanied by operating and maintenance costs throughout the life of the projects. The chart on the following page identifies estimated annual operations and maintenance costs for projects with secured funding in 2021 through 2026. There are two caveats to this report:

- Unfunded projects are not included
- Utility projects are also not included as the operating and maintenance costs of the projects are already included within the appropriated funding

Associated operating expenses for non-utility projects are either included in the current operating budget, or reductions taken elsewhere in the operating budget to absorb the additional operating costs.

2023-2028 CFP Projects by Council District – Identifies all projects by Council District.

2023-2028 CFP Projects by Department – Identifies all projects by City Department.

Inventory

Please see the inventory below that describe the locations of capital assets of the City of Tacoma.

Maps

Please see the maps below that show the locations of capital assets of the City of Tacoma.



Tacoma Municipal Code

Concurrency Standards

Tacoma Municipal Code Chapter 13.16 provides additional detail on the City of Tacoma's Concurrency Management System. Concurrency standards are referenced in the Capital Facilities Program Project Information Section in the discussion of Level of Service Standards.

APPENDIX AND GLOSSARY

Tacoma 2025 Strategic Plan

Visit https://www.cityoftacoma.org/tacoma_2025 for more information on Tacoma's Strategic Plan.

Performance Data

Visit <https://data.cityoftacoma.org> for data on performance measures and City Services.

Six-Year Forecast

The **six-year forecast** was presented at City Council Study Session on June 7, 2022. (**Video**)

Acronyms

A

ADA – Americans with Disabilities Act
ALS – Advanced Life Support
ARRA – American Recovery and Reinvestment Act of 2009
AUC – Assets Under Construction

B

B&O – Business & Operating
BABs – Build America Bonds
BCPA – Broadway Center for the Performing Arts
BIPOC – Black, Indigenous, and People of Color
BLS – Basic Life Support
BLUS – Building and Land Use

C

CAO – City Attorney's Office
CAFR – Comprehensive Annual Financial Report
CARES – Cleanup and Revitalization Efforts
CCF – Centum Cubic Feet (water measurement)
CDBG – Community Development Block Grant
CED – Community & Economic Development
CFP – Capital Facilities Program
CIAC – Contributions In Aid of Construction
CLID – Consolidated Local Improvement District
CMAQ – Congestion Mitigation and Air Quality Improvement Program
CMO – City Manager's Office
CNG – Compressed Natural Gas
CO – Controlling (Module used in SAP)
COPS – Community Oriented Policing Services
COT – City of Tacoma
CREBs – Clean Renewable Energy Bonds
CSC – Customer Support Center
CSSF – Central Service Summary Fund
CTED – Community, Trade, and Economic Development
CUFR – Component Unit Financial Report

D-F

DRS – Department of Retirement Systems
EEO – Equal Employment Opportunity
EMS – Emergency Medical Services
ERP – Enterprise Resource Planning
ES – Environmental Services
FCC – Federal Communications Commission
FTE – Full Time Equivalent
FWDA – Foss Waterway Development Authority

G

GAAP – Generally Accepted Accounting Principles
GASB – Government Accounting Standards Board
GDP – Gross Domestic Product
GF – General Fund

GFOA – Government Finance Officers Association
GG – General Government
GIS – Geographic Information System
GMA – Growth Management Act
GO – General Obligation
GTCC – Greater Tacoma Convention Center

H-I

HFC – Hybrid fiber-coaxial
HOME – Home Investment Partnerships
HUB – Historically Underutilized Business
HUD – Housing and Urban Development
ICMA – International City/County Management Association
ILS – Integrated Library System
IPMS – Integrated Permit Management System
ISF – Internal Service Fund

L

LEAP – Local Employment & Apprenticeship Training Program
LEOFF – Law Enforcement Officers and Fire Fighters
LID – Local Improvement District
LIHEAP – Low Income Home Energy Assistance Program
LOS – Level of Service
LTGO – Limited Tax General Obligation

M

M&O – Maintenance & Operations
MBE – Minority Business Enterprise
MCO – Media & Communications Office
MFPT – Multi-Family Property Tax Exemption
MPLS – Multiprotocol Label Switching

N-O

NCS – Neighborhood & Community Services
NPDES – National Pollutant Discharge Elimination System
OEHR – Office of Equity & Human Rights
OEPS – Office of Environmental Policy & Sustainability
OHS – Office of Health and Safety
OMB – Office of Management & Budget

P

PCI – Pavement Condition Index
PDS – Planning & Development Services
PEACE – Partnering for Equity and Community Engagement
PEG – Public, Education, and Government
PERS – Public Employees Retirement System
PM – Plant Maintenance (Orders used in SAP)
PV – Total Taxable Property Value (i.e. Assessed Value)
PW – Public Works PWE – Public Works Engineering
PWF – Public Works Facilities PWS – Public Works Streets
PWTF – Public Works Trust Fund

R

RCW – Revised Code of Washington
REET – Real Estate Excise Tax
RFID – Radio Frequency Identification



RZED – Recovery Zone Economic Development
RWSS – Regional Water Supply System



APPENDIX



Glossary

Ad Valorem Tax – A tax that is levied in proportion to the value of the property against which it is levied, such as property tax.

Allocation – The process of distributing budget dollars among the various elements of the City's budget, also known as assessments or internal service allocations. **Appropriation** – Authorization granted by a legislative body to make expenditures and to incur obligations. The appropriation contains specific limitations as to the amount, purpose, and time when it may be expended.

Assessed Valuation – A government sets a valuation upon real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised value less any exemptions.

Biennium Budget – A financial operations plan (budget) spanning two years.

Balanced Budget – Washington State Law requires jurisdictions to propose and adopt balanced budgets, in which appropriations are limited to the total estimated revenues.

Basis of Budgeting – Basis of budgeting refers to the method used for recognizing revenues and expenditures in the budget. The City uses the modified accrual basis of accounting for budgetary purposes in all funds, which is in compliance with General Accepted Accounting Principles and is also aligned with the City's accounting practices.

Capital Asset – Long term assets such as land, improvements to land, easements, buildings and related improvements, vehicles, machinery and equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital Expenditure (Outlay) – An expenditure that acquires, adds value to, or extends the useful life of an existing capital asset. This includes the purchase of major equipment (e.g. fire trucks, radios, police vehicles, telecommunications equipment, furniture).

Capital Facilities Program (CFP) – A comprehensive plan that projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvements are essential to sound infrastructure. The capital budget is derived from the long-term CFP.

Capital Project - Non-recurring expenditure (with a start and end date) that results in the acquisition of or addition to existing capital assets; categorized by one or more of the following: (1) new construction such as buildings, streets, or utility infrastructure; or (2) major maintenance, renovation, or replacement of an existing asset that increases the effectiveness and useful life of the asset.

City Charter – The rules that govern the City, a compilation of past ordinances.

Classification – A system for objectively and accurately defining the duties, responsibilities, tasks, and authority level of a job. **Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contributions and Transfers – Budgeted amounts sent by one fund to another or to external agencies.

Cost Center – Lowest-level accounting group within a department.

Debt Service – The amount of money necessary to pay interest and principal to holders of a government's debt instruments.

Debt Service Fund – Debt Service Funds are used to account for the accumulation of resources for and the payment of, interest and principal on general long-term debt. They are further used to account for the payment of debt on special assessment projects. The City now includes its special assessment guaranty fund

in this fund type per requirements of GASB Statement 6. Therefore, this fund type also includes costs related to servicing of special assessment debt (such as foreclosures) in the guaranty fund. The guaranty fund is used to generate revenue, including proceeds from property sold, for debt service purposes.

Department – A combination of divisions headed by a director with a specific and unique set of goals and objectives.

Division – A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives.

Enterprise Fund – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises – where the stated intent is that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Examples include Solid Waste, Permitting Services, and Power.

Expenditures – Decrease in net financial resources for the purpose of acquiring an asset, service, or settling a loss

Expenses – Charges incurred, whether paid or unpaid, for operation, maintenance, interest, and other charges, which are presumed to benefit the current fiscal period.

Fiscal Year – A twelve-month period designated as the operating year for accounting purposes. The fiscal year used by the City of Tacoma begins January 1 and ends December 31.

Fixed Costs – These appropriations are for expenditures controlled at the City level rather than at the department level. Examples are insurance, rent, and communications. Fixed

Assets – Long-term assets which are intended to continue to be held or used, such as land, buildings, machinery, or equipment.

Full Time Equivalent (FTE) – A calculation used to convert part time hours to equivalent full time positions. Full time employee salaries are budgeted at 2,088 hours per year for 2019 and 2,096 for 2020. The full time equivalent of an employee is calculated by dividing number of hours budgeted by the annual full time salary hours. The average of the two years' FTE is presented in this budget document.

Fund – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Total assets that include cash, accounts receivable, and inventory less total liabilities, which include accounts payable and deferred revenue. Fund balances less required reserves are generally available for appropriation and are treated as a non-recurring resource.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards/ guidelines for financial accounting and reporting which provide a standard by which to measure financial presentations. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures.

General Fund – The General Fund is the primary fund of the City. The accounting for all financial resources except those required to be accounted for in another fund is accomplished within this fund. It derives a majority of its revenue from property, sales, business, and utility taxes, and receives all other City revenues not designated for specific use by statute or the City Charter.

General Government – These are the activities and services provided to the citizens exclusive of the services provided by Tacoma Public Utilities.

General Long-Term Debt – Represents any unmatured debt not considered to be a fund liability.

General Obligation Bonds (GO Bonds) – Bonds which are secured by the full faith and credit of the issuer. GO bonds issued by local governments are secured by a pledge of the issuer's property taxing power or authority.

Grant – A grant is a contribution of one government unit or funding source to another. The contribution is usually made to aid in the support of specified function, e.g., education or drug enforcement; however, sometimes it is for general purpose.

Intergovernmental Revenue – Revenue collected by one government and distributed to another level or governing entity.

Interim – Temporary staff assignment until someone is appointed to the position permanently.

Internal Service Expenses – Expenses charged to departments for services rendered by providers.

Internal Service Revenues – Revenues received by service providers from customer departments.

Internal Services Fund (ISF) – Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City, or to other governmental units, on a cost reimbursement basis.

Line-Item Budget – A budget that provides detailed cost information by type of expenditure such as personnel costs, personnel benefits, services, supplies, etc. This is sometimes referred to as an object expenditure budget.

Measures of Efficiency – Information related to inputs, or resources used, to units of output or outcome.

Maintenance & Operations (M&O) Budget – Ongoing expenditures supporting departmental functions.

Operating Transfers – Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended; such as transfers from the General Fund to a Special Revenue or Capital Projects Fund.

Ordinance – A formal action by the City Council that adopts a practice, directs an action, or authorizes a transaction or budget. It has higher legal standing than a resolution.

Overhead – The indirect cost associated with providing a service, including such items as centralized human resource and finance activities.

Performance Measures – Measures used to evaluate the quality and effectiveness of programs and services.

Personnel Services – Expenditures for wages and fringe benefits of employees.

Program – An organizational unit that provides a specified service or function.

Program Budget – A budget document that classifies or groups programs into specifically defined program function categories. Programs within a category contain activities, services or projects that are similar in function. Program Function – A specifically defined functional category that contains programs that serve the same function by providing similar services or activities.

Property Tax – A tax that is based according to value of property and is the source of monies that pay general obligation debt, support the General Fund, and support the Emergency Management Services (EMS) Fund.

Reserves – Money set aside to provide stability in the event of unforeseen expenditure needs or revenue shortfalls.



Resolution – An opinion, policy, or directive of the City Council expressed in a formally drafted document and voted upon. It has lower legal standing than an ordinance.

Retained Earnings – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue – Additions to the City's financial assets such as taxes or grants, which do not, in themselves, increase the City's liabilities, provided there is no corresponding decrease in assets or increases in other liabilities.

Revenue Bonds – Bonds payable from a specific source of revenue, which do not pledge the full faith, and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from the operation of the financed project.

SAP – SAP is the City's Enterprise Resource Planning (ERP) software. ERP software provides customers with the ability to interact with a common corporate database for a comprehensive range of activities such as inventory control, order tracking, customer service, finance, and human resources.

Self-Insurance – The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

Small Business Enterprise (SBE) – The goal of the City's SBE program is to facilitate procurement, education, and small business assistance to promote equitable participation by historically underutilized businesses in the provision of supplies, services, and public works to the City.

Special Revenue Fund (SRF) – Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital project(s)) that are legally restricted to expenditure for specific purposes, i.e. grants.

Strategic Plan – A formalized plan that identifies citywide long-term goals and objectives and outlines possible strategies and approaches to achieving those goals and objectives.

Tacoma 2025 – Tacoma's strategic plan based on a vision the community set for the city over the next 10 years.

Tax Rate – The amount of tax stated in terms of a unit of the tax base; for example, the City of Tacoma expresses the tax in terms of dollars per thousand of taxable value.

Trust & Agency Fund – Trust & Agency Funds are used to account for assets that are held by the City as trustee or agent for individuals, private organizations, and/or other governmental units and/or funds. These include: (1) expendable trust funds; (2) non-expendable trust funds (the City has no non-expendable trust funds); (3) pension trust funds; and (4) agency funds. Unreserved Fund Balance – Represents resources that can be used for any purpose of the fund in which they are reported.