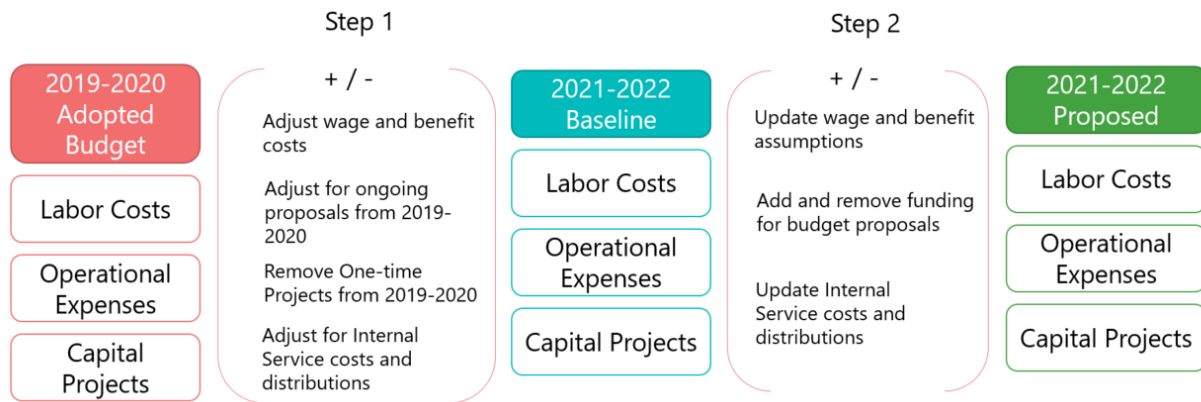


# Summary of 2021-2022 Proposed Budget Changes by Department

|   |    |
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## BUDGET DEVELOPMENT PROCESS

When developing the budget the City establishes a baseline budget for all departments. Since the baseline is intended to project the costs of current service levels, baseline includes projected increases for wages, benefits and other costs and reduces budgets based on one-time appropriations from the previous 2019-2020 Adopted Budget. The Baseline is then used to determine the “gap” which departments make reductions or enhancements. Below is a diagram of the baseline and proposal process.



## DEPARTMENT SUMMARIES

DEPARTMENTAL FUNDING BY CATEGORY – a breakdown of how the department is funded

GENERAL FUND REVENUES

ALL OTHER FUNDS’ REVENUES – other fund revenue sources include charges for services, grants, and intergovernmental revenues

*Note:* Excess revenue not assigned to expenditures is deposited into the reserves of a fund; where expenditures exceed revenues, fund balance has been utilized.

DEPARTMENTAL EXPENDITURES BY CATEGORY – a breakdown of the total expenditures of a department, including the total departmental FTEs and expenses by cost categories.

*Note:* Department expenditures subdivided by fund can be found on page **Error! Bookmark not defined.** in the Expenditures by Department and Fund section.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 PROPOSED BUDGET - brief descriptions of changes in department expenditures from Baseline

REDUCTIONS AND MITIGATIONS - these changes in department expenditures reflect reductions or mitigation solutions (including the use of alternative funding sources) for addressing the economic impacts of COVID-19. Reductions and mitigations may be one-time or ongoing.

ENHANCEMENTS - these changes reflect additions to the department budget in order to meet community needs. Enhancements may be one-time or ongoing.

PERSONNEL COMPLEMENT CHANGES - brief descriptions of changes in department Full Time Equivalents (FTEs) from the 2019-2020 adopted budget. Included in the Proposed Budget document on page 56.

# CITY MANAGER'S OFFICE

Pages 75-78 of the Proposed Budget

## FUNDING BY CATEGORY

|                            | 2017-2018 Actual  | 2019-2020 Adopted | 2021-2022 Proposed |
|----------------------------|-------------------|-------------------|--------------------|
| General Fund               | 843,481           | 980,758           | 5,001,813          |
| Business Tax               | 5,146,885         | 5,196,685         | 723,537            |
| Utility Tax                | 1,387,333         | 1,362,464         |                    |
| Intergovernmental Revenues | 143,104           | 220,000           | 220,000            |
| Charges for Services       | 234               | 3,000             |                    |
| Miscellaneous Revenues     | 18,815,895        | 15,890,920        | 10,132,290         |
| Indirect Costs             | 7,885,114         | 9,067,274         | 16,045,849         |
| Cash Balance               |                   | 177,179           | 5,096,537          |
| <b>Grand Total</b>         | <b>34,222,047</b> | <b>32,898,281</b> | <b>37,220,026</b>  |

## FUNDING SUMMARY

The General Fund makes up **13%** of the City Manager's Office, primarily Human Rights functions and TV Tacoma. The primary source of the City Manager's Office's funding is Indirect Costs, which is how the City shares services and costs across the organization. The City Manager's Office also receives funding from Franchise Fees and Miscellaneous Revenues, contributions from the City to the worker's compensation fund managed by the Office of Safety and Health.

## EXPENDITURES BY CATEGORY

|                        | 2017-2018 Actual  | 2019-2020 Adopted | 2021-2022 Proposed |
|------------------------|-------------------|-------------------|--------------------|
| Personnel Services     | 12,553,201        | 12,369,975        | 16,913,087         |
| Employee-Related Costs | 883,476           | 1,021,786         | 730,833            |
| Operating Expenses     | 1,436,145         | 919,961           | 1,057,243          |
| External Services      | 1,656,874         | 2,381,579         | 2,438,061          |
| Claims and Premiums    | 9,596,524         | 11,307,496        | 11,325,411         |
| Debt Service           | 207               |                   |                    |
| Taxes                  | 2,546,694         | 2,692,436         | 2,825,000          |
| Indirect Costs         | 2,599,754         | 1,326,002         | 1,634,147          |
| Internal Transfers     | 100,919           |                   | -                  |
| Reserves               |                   | 879,045           | 296,245            |
| <b>Grand Total</b>     | <b>31,373,794</b> | <b>32,898,281</b> | <b>37,220,026</b>  |

|     |      |      |      |
|-----|------|------|------|
| FTE | 52.5 | 48.5 | 62.0 |
|-----|------|------|------|

## MAJOR CHANGES IN EXPENSES IN THE 2021-2022 PROPOSED BUDGET

### REDUCTIONS AND MITIGATIONS

- Citywide Advanced Equity Training (+\$100K using savings from 2020)
- Management Fellow Program Reduction (\$94K, -1 FTE)
- Reduce travel budget for CMO (-\$45K)
- Reduce external contract services, office expense and training and travel in MCO (-\$129K)
- Vacant Position Holds and shift from full-time to part time position (\$230K)

## ENHANCEMENTS

- Community Safety 10/13
  - Office of Community Safety (+\$500K)
  - Transformational Funding (+\$500K)
  - Communications Support (+\$225K, +1FTE)
  - Project PEACE Phase II Position (\$230K, +1FTE)
  - Spanish Language Pilot (\$209K, +0.6 FTE)
- Affordable Housing 10/20
  - Increase staff support to enforce Rental Housing Code (+\$209K, + 1 FTE)
  - Tenant relocation (+\$50K)
- Move of Franchise Fees to the General Fund and TV Tacoma Expenses (net General Fund benefit +\$3.4M)

## PERSONNEL COMPLEMENT CHANGES (+13.5)

### 2019-2020 Adjustments & Baseline Corrections

- Added Assistant to the City Manager Position (+1.0)
- Moved positions from Human Resources Department and Tacoma Public Utilities to create the Office of Health and Safety (+1.0)
- Moved Office Assistant to City Council Office (-1.0)
- Added Customer Service Representative hired in 2020 (+1.0)
- Added Community Engagement Position in Media and Communications Office (+1.0)
- Added Equity Services positions in Office of Equity and Human Rights (+2.0)
- Eliminated Government Relations Officer (-1.0)

### 2021- 2022 Proposed Changes

- Added Community Relations Specialist to the Media and Communications Office (+1.0)
- Moved Equal Employment Opportunity program to Human Resources Department (-2.0)
- Added Language Access position in the Media and Communications Office (+0.6)
- Eliminated Management Fellow position (-1.0)
- Added Management Analyst II position to the Office of Equity and Human Rights for Project PEACE work (+1.0)
- Added Housing Rehabilitation Specialist in the Office of Equity and Human Rights (+1.0)
- Reduced Government Relations Analyst shared with Environmental Services (-0.1)

# COMMUNITY AND ECONOMIC DEVELOPMENT

Pages 79-84 of the Proposed Budget

## FUNDING BY CATEGORY

|                            | 2017-2018 Actual  | 2019-2020 Adopted | 2021-2022 Proposed |
|----------------------------|-------------------|-------------------|--------------------|
| General Fund               | 6,578,569         | 7,233,147         | 6,880,454          |
| Sales Tax                  |                   |                   | 1,659,295          |
| Intergovernmental Revenues | 6,468,080         | 11,466,567        | 11,365,042         |
| Charges for Services       | 2,409,621         | 2,557,273         | 2,922,451          |
| Miscellaneous Revenues     | 1,284,583         | 340,000           | 1,134,676          |
| Personnel Services         | 13,050            |                   |                    |
| Indirect Costs             | 1,682,566         | 1,706,462         | 1,552,968          |
| Cash Balance               |                   | 1,182,174         | 2,975,545          |
| <b>Grand Total</b>         | <b>18,436,468</b> | <b>24,485,622</b> | <b>28,490,432</b>  |

## FUNDING SUMMARY

24% of the Community and Economic Development Department's funding is from the General Fund. The department manages a significant amount of federal funding; grants are from the U.S. Department of Housing and Urban Development and U.S. Department of Commerce. In addition, the department receives funding from the Affordable and Supportive Housing State Shared Tax (HB 1406), fees for the Downtown Business Improvement Area (DBIA) Program, consulting fees from the Minority Business Development Agency (MBDA) program, indirect cost revenues from other City departments for internal services provided by Local Employment & Apprenticeship Program (LEAP), Equity in Contracting, and the Tacoma Training and Employment Program (TTEP).

## EXPENDITURES BY CATEGORY

|                        | 2017-2018 Actual  | 2019-2020 Adopted | 2021-2022 Proposed |
|------------------------|-------------------|-------------------|--------------------|
| Personnel Services     | 6,225,525         | 6,962,861         | 6,818,375          |
| Employee-Related Costs | 187,493           | 165,464           | 150,326            |
| Operating Expenses     | 763,723           | 206,858           | 188,560            |
| External Services      | 7,380,951         | 8,050,200         | 12,684,884         |
| Debt Service           | 371               |                   |                    |
| Taxes                  | 10,100            |                   |                    |
| Indirect Costs         | 1,879,056         | 1,682,385         | 1,685,303          |
| Internal Transfers     | 3,122,837         | 7,278,031         | 6,576,061          |
| Reserves               |                   | 139,824           | 386,922            |
| <b>Grand Total</b>     | <b>19,570,056</b> | <b>24,485,622</b> | <b>28,490,432</b>  |

|     |      |      |      |
|-----|------|------|------|
| FTE | 25.4 | 26.6 | 25.9 |
|-----|------|------|------|

## MAJOR CHANGES IN EXPENSES IN THE 2021-2022 PROPOSED BUDGET

### REDUCTIONS AND MITIGATIONS

- Livable Wage Jobs 11/3
  - Reductions in external contracts for economic development, research, and workforce development (-\$568K)
  - Reduce Industrial Business Support (-\$387K, -1 FTE)
  - Reduce administrative support to LEAP (-\$196K, -1 FTE)

## ENHANCEMENTS

- Affordable Housing 10/20
  - General Fund Contribution to the Affordable Housing Trust Fund (+1M)
  - Extend CDBG support and shift cost to CDBG (+\$344K, +1 FTE)
  - Use grant funding for sheltering support (+\$2.5M funded through CED and program managed by NCS)
- Livable Wage Jobs 11/3
  - Improve compliance for LEAP and Equity in Contracting Programs (+\$245K, +1 FTE)
  - Equitable Outreach & Involvement with Small Businesses (+\$91K, +0.5 FTE)

## PERSONNEL COMPLEMENT CHANGES (-0.6)

### 2019-2020 Adjustments & Baseline Corrections

- Correction from Previous Reorganization with Tacoma Venues and Events (-0.2)
- Changed charging allocations for Contract & Program Auditors to Grants with Neighborhood and Community Services (-0.4)

### 2021- 2022 Proposed Changes

- Eliminated Administrative Assistant (-1.0)
- Eliminated Business Development Manager (-1.0)
- Expanded Project Specialist to Full Time (+0.5)
- Added one-year Program Technician (+0.5)
- Added Program Technician (+1.0)

# ENVIRONMENTAL SERVICES

Pages 85-90 of Proposed Budget

## FUNDING BY CATEGORY

|                            | 2017-2018 Actual   | 2019-2020 Adopted  | 2021-2022 Proposed |
|----------------------------|--------------------|--------------------|--------------------|
| Intergovernmental Revenues | 986,140            | 2,600,000          | 977,888            |
| Licenses & Permits         | 1,102,641          |                    |                    |
| Charges for Services       | 361,664,443        | 382,814,550        | 394,504,868        |
| Fines & Forfeits           | 18,229             |                    |                    |
| Miscellaneous Revenues     | 121,688,579        | 12,957,106         | 58,326,001         |
| Operating Expenses         | (406,643)          |                    |                    |
| Indirect Costs             | 4,325,498          | 4,579,142          | 4,632,880          |
| Cash Balance               |                    | 72,597,812         | 51,169,565         |
| <b>Grand Total</b>         | <b>489,378,888</b> | <b>475,548,610</b> | <b>509,611,202</b> |

## FUNDING SUMMARY

77% of Environmental Services funding is from charges for service to customers who use the utilities services, which include solid waste (garbage, recycling, and food/yard waste), surface water, and wastewater. The Department's Intergovernmental Revenues includes State and Federal grants, fund sources that fluctuate from biennium to biennium. Another significant revenue source is Miscellaneous Revenues, which includes capital-related grants, investment earnings, and rental revenue. The 2021-2022 Proposed Budget includes a decrease in Cash Balance as the department is planning to issue debt in the upcoming biennium to support capital projects. The debt proceeds, categorized in Miscellaneous Revenues, replace some of the use of cash.

## EXPENDITURES BY CATEGORY

|                        | 2017-2018 Actual   | 2019-2020 Adopted  | 2021-2022 Proposed |
|------------------------|--------------------|--------------------|--------------------|
| Personnel Services     | 119,131,770        | 118,168,114        | 128,655,482        |
| Employee-Related Costs | 1,418,934          | 1,508,616          | 1,925,752          |
| Operating Expenses     | 38,124,365         | 18,047,247         | 19,746,466         |
| External Services      | 67,028,716         | 37,600,945         | 37,797,860         |
| Claims and Premiums    | 149,589            |                    |                    |
| Debt Service           | 82,945,583         | 54,239,699         | 58,082,049         |
| Taxes                  | 34,924,079         | 37,235,100         | 38,864,232         |
| Indirect Costs         | 57,471,405         | 58,210,678         | 59,536,998         |
| Internal Transfers     | 18,186,714         | 14,545,264         | 13,601,773         |
| Reserves               |                    | 3,241,821          |                    |
| Capital Outlay         |                    | 132,751,122        | 151,400,590        |
| <b>Grand Total</b>     | <b>419,381,156</b> | <b>475,548,606</b> | <b>509,611,202</b> |

\*Capital Outlay reflects only planned expenditures, actual costs in 2017-2018 are shown in other categories.

|     |       |       |       |
|-----|-------|-------|-------|
| FTE | 519.8 | 512.8 | 524.4 |
|-----|-------|-------|-------|

## MAJOR CHANGES IN EXPENSES IN THE 2021-2022 PROPOSED BUDGET

### REDUCTIONS AND MITIGATIONS

- Health 10/20
  - Reduce Hazardous Tree Assistance for Two-Year Pilot (-\$70K)
- Belief and Trust 11/3
  - Community Cleanup Program Change (-\$183K)
- Reduction in Redundant Surface Water & Wastewater Contracts (-\$750K)

## ENHANCEMENTS

- Community Safety 10/13
  - Add Homeless Outreach Team Member in partnership with Neighborhood and Community Services (+\$247K, +1 FTE)
- Health 10/20
  - Enhance Street Sweeping Program (+\$710K, +1 FTE) – *Grant-funded enhancement*
  - Extend Green & Resilient Building Specialist (+\$129K, +1 FTE funded by ES, PDS, & TPU)
- Belief and Trust 11/3
  - Extend Recycle Reset Project Customer Service Positions to end of 2021 (+\$212K, +2 FTE)
- Add Source Control Representative for Environmental Compliance (+\$216K, +1 FTE)
- Add Assistant Division Manager for Systems & Performance Management (+\$428K, +1 FTE)
- Increase Legal Contract Support for pending litigation (+\$525K)

## PERSONNEL COMPLEMENT CHANGES (+11.6)

### 2019-2020 Adjustments & Baseline Corrections

- Extended Project Positions for Recycle Reset Project with Varied Durations (+4.0)
- Moved Street Patching Crew from Public Works (+4.0)
- Moved Construction Inspector to Planning & Development Services (-1.0)
- Moved Engineer to Planning & Development Services (-1.0)
- Reduced Government Relations Officer shared with City Manager's Office (-0.1)

### 2021- 2022 Proposed Changes

- Added Management Analyst III to implement Strategic Plan (+1.0)
- Added Source Control Representative (+1.0)
- Added Assistant Division Manager (+1.0)
- Added Heavy Equipment Operator (+1.0)
- Extended Green Building Specialist Position shared with Planning and Development Services (+0.7)
- Added Program Development Specialist to Assist HOT Team in Open Space Areas (+1.0)



# FIRE

Pages 97-103 of Proposed Budget

## FUNDING BY CATEGORY

|                            | 2017-2018 Actual   | 2019-2020 Adopted  | 2021-2022 Proposed |
|----------------------------|--------------------|--------------------|--------------------|
| General Fund               | 116,731,551        | 125,216,956        | 129,094,989        |
| Property Tax               | 21,044,992         | 22,543,500         | 23,104,677         |
| Sales Tax                  |                    |                    | 213,451            |
| Intergovernmental Revenues | 8,104,706          | 10,329,308         | 36,922,888         |
| Charges for Services       | 6,152,009          | 4,939,000          | 10,842,385         |
| Miscellaneous Revenues     | 707,845            | 1,900,011          | 437,692            |
| Indirect Costs             |                    | 755,321            | 833,532            |
| Cash Balance               |                    | 249,506            | 3,221,757          |
| <b>Grand Total</b>         | <b>152,741,104</b> | <b>165,933,602</b> | <b>204,671,370</b> |

## FUNDING SUMMARY

The General Fund makes up **63%** of Tacoma Fire Department's funding. Of this, the Tacoma Fire Department generates \$10.4 million in protection service contracts with Fircrest and Pierce County Fire District 10, \$2.7 million for medical transportation billing for those jurisdictions, and \$2.3 million from prevention permits and fire code inspection fees to offset its General Fund expenses. Tacoma Fire Department also receives funding from Property Taxes, emergency transport fees, and federal grants and reimbursements available to public medical transportation agencies.

## EXPENDITURES BY CATEGORY

|                        | 2017-2018 Actual   | 2019-2020 Adopted  | 2021-2022 Proposed |
|------------------------|--------------------|--------------------|--------------------|
| Personnel Services     | 121,944,475        | 130,376,822        | 159,442,986        |
| Employee-Related Costs | 663,154            | 848,400            | 957,560            |
| Operating Expenses     | 5,660,464          | 6,209,335          | 9,315,372          |
| External Services      | 1,420,110          | 1,393,056          | 1,617,056          |
| Claims and Premiums    | (36)               |                    |                    |
| Debt Service           | 282,487            | 296,668            | 156,324            |
| Taxes                  | 2,285              |                    |                    |
| Indirect Costs         | 17,424,930         | 21,927,487         | 26,108,933         |
| Internal Transfers     | 3,569,041          | 1,275,000          | 2,400,000          |
| Reserves               |                    | 3,606,833          | 4,673,140          |
| <b>Grand Total</b>     | <b>150,966,911</b> | <b>165,933,601</b> | <b>204,671,370</b> |

|     |       |       |       |
|-----|-------|-------|-------|
| FTE | 400.3 | 419.0 | 471.3 |
|-----|-------|-------|-------|

## MAJOR CHANGES IN EXPENSES IN THE 2021-2022 PROPOSED BUDGET REDUCTIONS AND MITIGATIONS

- Community Safety 10/13 and Health 10/20
  - Basic Life Support Services – shifts General Fund costs to EMS Fund
    - General Fund (-\$11.9M)
    - Emergency Medical Service Costs (+\$28M, +34.5 FTE)

## ENHANCEMENTS

- Community Safety 10/13 and Health 10/20
  - Add Behavioral Health Unit (+\$1.35M, +7 FTE)
  - Extend Quality Improvement Officer (+\$440K, +1 FTE)
  - Replace defibrillators units (+\$490K)
  - Replace firefighter turnouts (+\$440K)

## PERSONNEL COMPLEMENT CHANGES (+52.3)

### 2019-2020 Adjustments & Baseline Corrections

- Added Assistant Chief of Logistics (+1.0)
- Added Roving Firefighter Positions (+4.0)
- Added FD Cares Case Management (+1.3)
- Added Opioid Mobile Response Unit Project Staff (+3.5)

### 2021- 2022 Proposed Changes

- Added new Basic Life Support (BLS) Program (+34.5)
  - Firefighters EMT for Transport Units (+7.0)
  - Firefighter Dispatchers (+5.0)
  - Dayshift Paramedics (+4.0)
  - Administrative Support (+3.0)
  - Administrative Assistant (+1.0)
  - Computer Support Technician (+1.0)
  - Customer Service Representative (+3.0)
  - Fire & Marine Diesel Mechanic (+1.0)
  - Senior Technical IT Analyst (+1.0)
  - Added seventeen Firefighters in 2022 due to staggered implementation of BLS (+8.5)
- Added Behavioral Health Unit (+7.0)
  - Customer Service Representative (+1.0)
  - Office Assistant (+1.0)
  - Mental Health Professional (+1.0)
  - Social Worker (+1.0)
  - Advanced Nurse practitioner (+1.0)
  - Registered Nurse (+1.0)
  - Behavioral Health Case Manager (+1.0)
  - Added Quality Improvement Officer (+1.0)

# NEIGHBORHOOD AND COMMUNITY SERVICES

Pages 127-130 in Proposed Budget

## FUNDING BY CATEGORY

|                            | 2017-2018 Actual  | 2019-2020 Adopted | 2021-2022 Proposed |
|----------------------------|-------------------|-------------------|--------------------|
| General Fund               | 22,973,463        | 26,379,884        | 22,488,839         |
| Sales Tax                  | 11,707,925        | 12,425,934        | 10,987,958         |
| Intergovernmental Revenues | 810,437           | 592,804           | 541,996            |
| Charges for Services       | 81,129            | 41,056            | 19,681             |
| Fines & Forfeits           | 619,195           | 608,853           | 287,496            |
| Miscellaneous Revenues     | 1,764,580         | 436,424           | 520,452            |
| Cash Balance               |                   | 2,882,618         | 2,340,476          |
| <b>Grand Total</b>         | <b>37,956,729</b> | <b>43,367,574</b> | <b>37,186,897</b>  |

## FUNDING SUMMARY

The General Fund makes up **60%** of Neighborhood and Community Services Department Funding. The next largest funding source is Mental Health and Substance Use Disorder Sales Tax, which comprises **30%** of total funding. Both of these sources are vulnerable to changes in the economy. The department also receives funding grants from the Department of Justice, fines, and other revenues.

## EXPENDITURES BY CATEGORY

|                        | 2017-2018 Actual  | 2019-2020 Adopted | 2021-2022 Proposed |
|------------------------|-------------------|-------------------|--------------------|
| Personnel Services     | 7,599,410         | 8,229,026         | 8,631,463          |
| Employee-Related Costs | 125,698           | 103,427           | 79,674             |
| Operating Expenses     | 1,519,334         | 741,485           | 520,560            |
| External Services      | 22,532,469        | 30,646,127        | 24,403,319         |
| Claims and Premiums    | 8,350             | 53,000            | 53,000             |
| Debt Service           |                   | 2,000             | 2,000              |
| Taxes                  | 7,030             | 600               | 600                |
| Indirect Costs         | 3,591,405         | 3,586,345         | 3,491,667          |
| Internal Transfers     | 3,490,658         |                   |                    |
| Reserves               |                   | 5,564             | 4,615              |
| <b>Grand Total</b>     | <b>38,874,354</b> | <b>43,367,573</b> | <b>37,186,897</b>  |

|     |      |      |      |
|-----|------|------|------|
| FTE | 40.4 | 35.2 | 34.6 |
|-----|------|------|------|

## MAJOR CHANGES IN EXPENSES IN THE 2021-2022 PROPOSED BUDGET

### REDUCTIONS AND MITIGATIONS

- Community Safety 10/13
  - Rapid Graffiti Removal, Neighborhood Blight Removal, Site Reclamation (-\$362K)
- Housing and Health 10/20
  - Leveraging State and Federal Resources to add to non-congregate sheltering (-\$850K in NCS, grants shown in CED)
  - Reduction in Homeless Outreach (-\$300K)
  - Reduction in Homeless Prevention Services (-\$190K), offset by Redirection from Permanent Supportive Housing (\$629K)
  - Preserve Programs in Sheltering through redirection of funds by right-sizing contract budgets and redirecting to current spending (\$1.2M)
  - Senior Centers (-\$540K)

- Belief and Trust 11/3
  - Community Mobilization, Innovative Grants (-\$565K)
- Vacancy hold -\$581K (equivalent to 5 positions for one year)
- Maintenance & Operations Reductions (-\$130K - travel, food, contracts, etc.)

## ENHANCEMENTS

- Community Safety 10/13
  - Additional staff support for transformational effort +\$265K (+1 FTE)

## PERSONNEL COMPLEMENT CHANGES (-0.6)

### 2019-2020 Adjustments & Baseline Corrections

- Added Assistant Director (+1.0)
- Eliminated Program Development Specialist (-1.0)
- Eliminated Administrative Assistant (-1.0)
- Eliminated Term-Limited Customer Service Representative, Technical (-1.0)
- Changed charging allocations for Contract & Program Auditors to Grants managed by Community and Economic Development (+0.4)

### 2021- 2022 Proposed Changes

- Added one Term-Limited Management Analyst III for Transformational Projects (+1.0)

# PLANNING AND DEVELOPMENT SERVICES

Page 135-137 of Proposed Budget Document

## FUNDING BY CATEGORY

|                            | 2017-2018 Actual  | 2019-2020 Adopted | 2021-2022 Proposed |
|----------------------------|-------------------|-------------------|--------------------|
| General Fund               | 2,814,610         | 3,662,272         | 3,378,577          |
| Intergovernmental Revenues | 1,628,086         |                   |                    |
| Licenses & Permits         | 9,910,929         | 14,848,990        | 11,367,910         |
| Charges for Services       | 14,528,003        | 15,480,884        | 12,158,206         |
| Fines & Forfeits           | 1,388             |                   |                    |
| Miscellaneous Revenues     | 2,626,044         | 2,905,002         | 8,987,476          |
| Cash Balance               |                   | 2,219,981         | 2,322,475          |
| <b>Grand Total</b>         | <b>31,509,061</b> | <b>39,117,129</b> | <b>38,214,644</b>  |

## FUNDING SUMMARY

9% of the Planning and Development Services department funding comes directly from the General Fund which supports all of the Long Range Planning program. The Permitting Services group also receives a transfer of \$1.5M from the General Fund, shown above as a miscellaneous revenue that funds non-permit eligible expenses. These expenses are typically related to code enforcement and other services unrelated to permit services. The majority of revenues for Permitting Services are from permit fees, charges for services, and funding from Environmental Services.

## EXPENDITURES BY CATEGORY

|                        | 2017-2018 Actual  | 2019-2020 Adopted | 2021-2022 Proposed |
|------------------------|-------------------|-------------------|--------------------|
| Personnel Services     | 16,405,385        | 23,456,088        | 28,550,034         |
| Employee-Related Costs | 95,155            | 217,649           | 261,257            |
| Operating Expenses     | 1,195,076         | 3,925,995         | 1,549,227          |
| External Services      | 2,257,266         | 4,625,360         | 1,811,928          |
| Claims and Premiums    | -                 | 2,000             | 2,000              |
| Debt Service           | 6                 |                   |                    |
| Taxes                  | 6,756             |                   |                    |
| Indirect Costs         | 3,662,062         | 4,817,394         | 5,323,557          |
| Internal Transfers     | 768,147           | 134,921           | 133,710            |
| Reserves               |                   | 1,937,723         | 582,932            |
| <b>Grand Total</b>     | <b>24,389,854</b> | <b>39,117,129</b> | <b>38,214,644</b>  |

|     |      |      |       |
|-----|------|------|-------|
| FTE | 60.4 | 91.9 | 102.3 |
|-----|------|------|-------|

## MAJOR CHANGES IN EXPENSES IN THE 2021-2022 PROPOSED BUDGET ENHANCEMENTS

- Affordable Housing - 10/20
  - Redirect permit services support and staffing (-\$2.4M, -4 FTE) to:
    - Affordable Housing Focused Position (+\$255K, +1 FTE)
    - Community Engagement Proposal (+\$898K, +4 Project FTE)
- Health - 10/20
  - Establish critical area program (+\$272K, +1 FTE)

## PERSONNEL COMPLEMENT CHANGES (+10.5)

2019-2020 Adjustments & Baseline Corrections

- Moved Construction Inspector and Engineer from Environmental Services (+2.0)
- Added Inspectors (+2.0)

- Added Development Specialist III (+1.0)
- Added Planner (+1.0)
- Added Natural Resource Specialist (+1.0)
- Added and Expanded Engineers (+2.0)

#### 2021- 2022 Proposed Changes

- Added Assistant Chief Surveyor in partnership with Public Works (+0.5)
- Added Customer Service Representative (+1.0)
- Adjusted Occupational Intern (-0.35)
- Extended Green Building Specialist shared with Environmental Services (+0.3)

# POLICE

Pages 138-141 in Proposed Budget

## FUNDING BY CATEGORY

|                            | 2017-2018 Actual   | 2019-2020 Adopted  | 2021-2022 Proposed |
|----------------------------|--------------------|--------------------|--------------------|
| General Fund               | 156,597,003        | 175,483,382        | 172,318,197        |
| Intergovernmental Revenues | 1,621,352          | 722,000            | 561,316            |
| Licenses & Permits         | 50                 |                    |                    |
| Charges for Services       | 665,329            | 300,000            | 189,900            |
| Fines & Forfeits           | 804,441            | 4,643,493          | 5,120,399          |
| Miscellaneous Revenues     | 4,551,900          | 1,059,506          | 991,172            |
| Cash Balance               |                    | 458,710            | 337,632            |
| <b>Grand Total</b>         | <b>164,240,075</b> | <b>182,667,090</b> | <b>179,518,615</b> |

## FUNDING SUMMARY

Police Department funding is nearly all contributed by the General Fund (96%). The Tacoma Police Department also receives funding from Charges for Services and Fines & Forfeits, funded by narcotics seizures and Red Light and Speed Camera Fines.

## EXPENDITURES BY CATEGORY

|                        | 2017-2018 Actual   | 2019-2020 Adopted  | 2021-2022 Proposed |
|------------------------|--------------------|--------------------|--------------------|
| Personnel Services     | 110,708,102        | 119,388,285        | 123,557,760        |
| Employee-Related Costs | 1,179,519          | 1,145,847          | 996,737            |
| Operating Expenses     | 4,849,195          | 5,405,594          | 4,778,577          |
| External Services      | 1,422,135          | 2,556,250          | 1,595,400          |
| Claims and Premiums    | 85,777             | 43,200             | 114,000            |
| Debt Service           | 73,105             |                    |                    |
| Taxes                  | 651                | 100                | 300                |
| Indirect Costs         | 23,547,073         | 31,042,730         | 29,601,124         |
| Internal Transfers     | 22,255,041         | 22,968,293         | 18,640,985         |
| Reserves               |                    | 116,791            | 233,731            |
| <b>Grand Total</b>     | <b>164,120,599</b> | <b>182,667,090</b> | <b>179,518,615</b> |

|     |       |       |       |
|-----|-------|-------|-------|
| FTE | 394.1 | 406.3 | 403.5 |
|-----|-------|-------|-------|

## MAJOR CHANGES IN EXPENSES IN THE 2021-2022 PROPOSED BUDGET REDUCTIONS AND MITIGATIONS

- Community Safety 10/13
  - Vacancy hold (-\$5.2M)
  - Reduction in hiring staff (-\$700K, -2 FTE)
  - Fleet replacements reduced by half (-\$1.85M)
  - Program oversight adjustments moved services to other departments (-\$2M)

## ENHANCEMENTS

- Community Safety 10/13
  - Body Camera implementation (+\$820K in increased costs for Tacoma Police Department)

## **PERSONNEL COMPLEMENT CHANGES (-2.8 FTE)**

### 2019-2020 Adjustments & Baseline Corrections

- Added Community Services Lieutenant (+1.0)
- In 2020, delayed hiring of Officers and IT Analyst (+2.2)

### 2021- 2022 Proposed Changes

- Moved Police IT Staff to IT (-4.0)
- Eliminated a Police Officer and Sergeant (-2.0)