



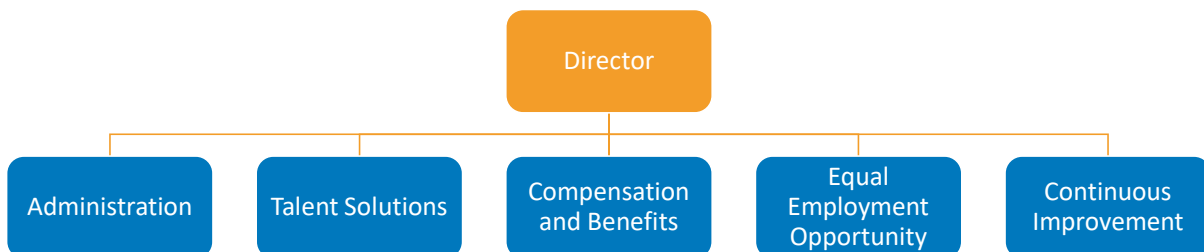
# Human Resources Department

City of Tacoma | Linnaea Jablonski, Director

Study Session  
March 3, 2026  
ITEM #2



## Who We Are



# 2025 in Numbers



## WORKFORCE STAFFING



## LEARNING & DEVELOPMENT



## EMPLOYEE SUPPORT



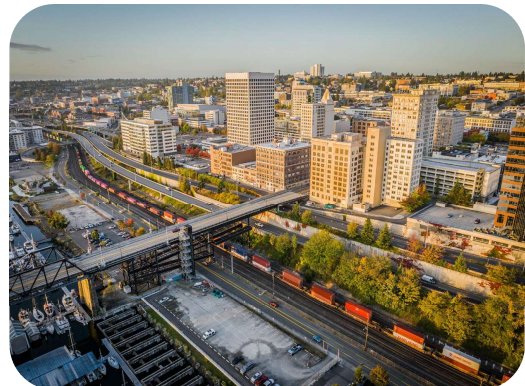
## INCLUSION INITIATIVES



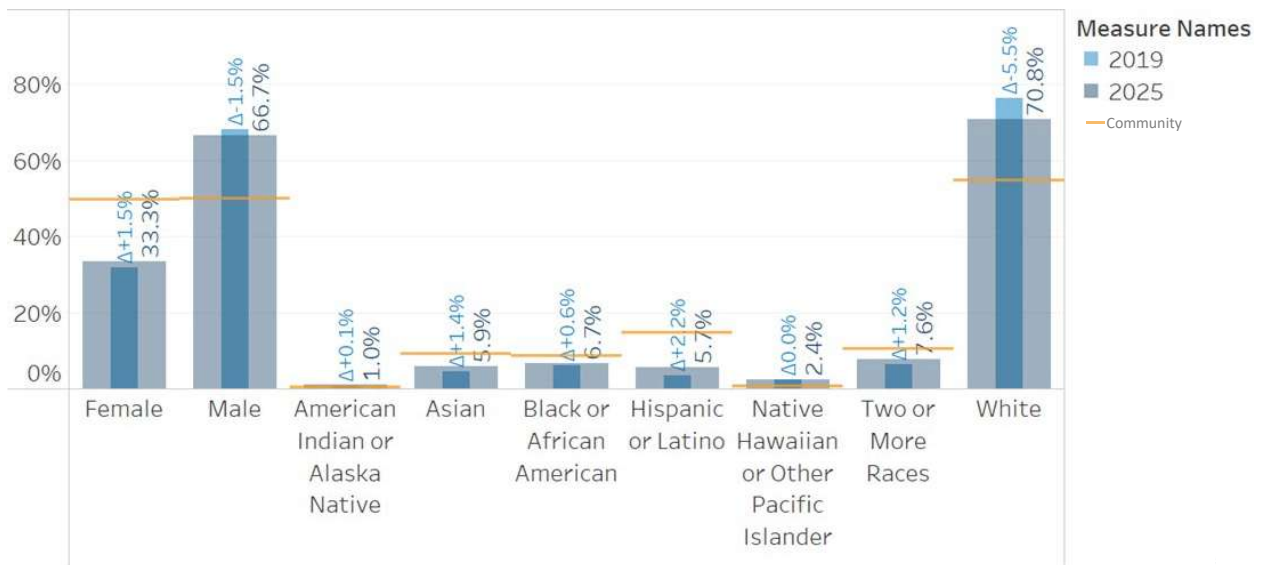
# Recent Accomplishments



- Employee Survey Results –
  - 12 employee survey questions had significant improvement in 2024 (and none declined!)
  - The benefits we offer meet employee needs
  - Staff would recommend others work here
  - Staff are proud to work for the City
- Championed equitable practices throughout the org – EEO/Leadership Training, Bias Awareness Training, Supervisory Policy Foundations
- HR Process Improvements – Form automation, requisition processes, LMS enhancements, employee requisition system, Hiring Hub, HR service ticketing system



# Building a Workforce that Reflects the Community Serve



# Realizing Tacoma 2035



## Tacoma 2035

The City of Tacoma's "Organizing Umbrella" for Plans and Strategies



### Climate & Environment

How the City adapts to and mitigates climate change and manages its solid waste collection, stormwater, and wastewater.



### Community Safety

How the City addresses the community's safety needs by going beyond just the traditional forms of police and fire, while still including those critical departments.



### Housing & Homelessness

How the City addresses the spectrum of housing needs, from funding for immediate shelter to various supports for affordable housing developers to zoning for more housing.



### Jobs & Economy

How the City supports workers and businesses already in Tacoma and how it will bring more jobs and businesses here in the future.



### Placemaking & Experiences

How the City contributes to what makes Tacoma unique – historic buildings, libraries, City-funded art, iconic venues, support for many great festivals and events, and partnership with dozens of local institutions.



### Transportation & Mobility

How the City builds high-quality functional street infrastructure to create a multimodal Tacoma to bring community members closer to the daily amenities they require.

# How We Support Council Goals



- Attract, hire, and retain a workforce that represents the community we serve.
  - Champion **Resolution 40622**
  - Compensation philosophy
  - Affinity Groups
  - Ensuring supervisors align with City policies, state/federal laws, and organizational values
- Direct analysis of citywide operations to identify cost savings and improve service delivery

# Our Department Priorities



Our focus is to be an agile business partner:

Growing our Leaders

Fostering a Diverse,  
Equitable, and  
Inclusive Culture

Improving  
Processes, Programs,  
and Organizational  
Structures

Hiring and Retaining  
Talent

Investing in Our  
Employees

Advancing Total  
Rewards

Ensuring Compliance

Investing in  
Technology

# Current Initiatives



## Financial Stewardship of Comp & Benefits

- Non-rep Market Refresh
- RFP for Self-Insured Medical Provider



## Support Citywide Leaders

- **Executive Talent Acquisition:** Lead and manage executive-level recruitment efforts including Council Confirmations
- Executive Performance Reviews (City Manager & Utility Director)



## Help Improve Council Operations

- OSAC Liaison
- OSAC Initiatives: Council Staffing & Council Rules of Procedure

# How to Work with Us



Contact the City Manager

We engage with these CBCs  
Civil Service Board,  
Commission on Elected  
Salaries, OSAC, Deferred  
Comp, Wellness Committee

The public can reach us via  
[Tacoma.gov/jobs](http://Tacoma.gov/jobs)



# Opportunities for Engagement

- Resources for Council Members:
  - Online training resources
  - Benefits – Wellness Program/Center, EAP
- Most Common Council Interactions:
  - Personnel policy updates & labor relations matters
  - Compensation Plan (TMC 1.12) and Personnel Rules (TMC 1.24) updates
  - Citywide continuous improvement project updates
  - Community recruitment events
  - Commission on Elected Salaries



# Financials

## HR Funding Sources

- Our revenue is based on FTEs throughout the organization.
- General Fund covers about 27% of all HR costs.

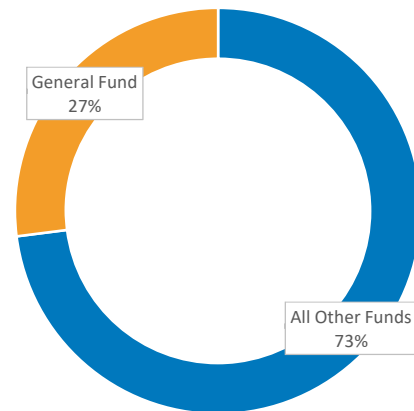
## HR Operations

- An internal service funded by allocating costs to all areas of the City (HR is included in Internal Services Fund 5800).

## Benefits and Trust Fund Administration

- HR Manages City benefit and trust funds: health, dental, unemployment, life, and deferred compensation
- These make up 91% of HR Budget
- Claims and premiums are the largest driver of HR budget growth

Budget





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