



**LEARNING IN
TO CHANGE**

METROPOLITAN PARK DISTRICT OF TACOMA

2021-2022 Budget Presentation

Business Administration & Planning Department

Board Meeting, Committee of the Whole
November 16, 2020





Tonight's presentation:

- **Overview of the department's preliminary 2021-22 biennium budget**
- **Challenges and Opportunities in the new biennium**
- **2021-22 Department Work Plan**

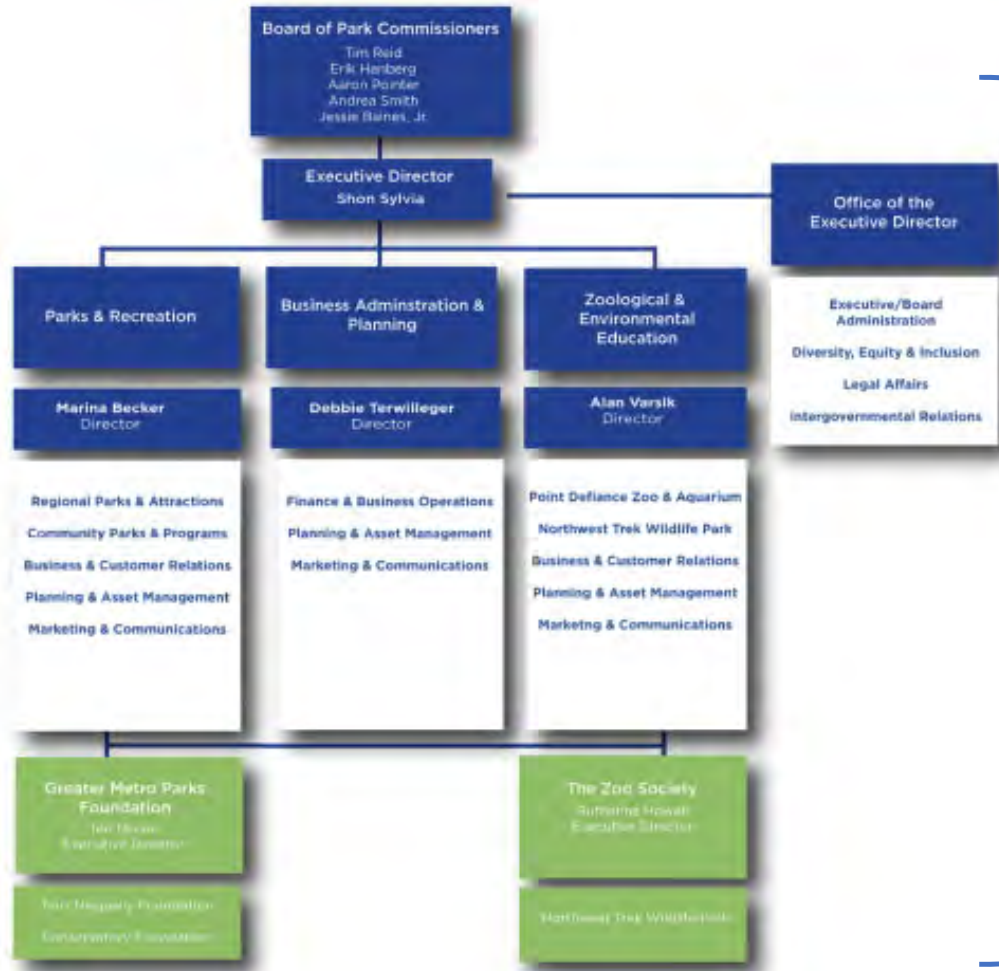


Business Administration & Planning Department

2021-2022 Preliminary Budget

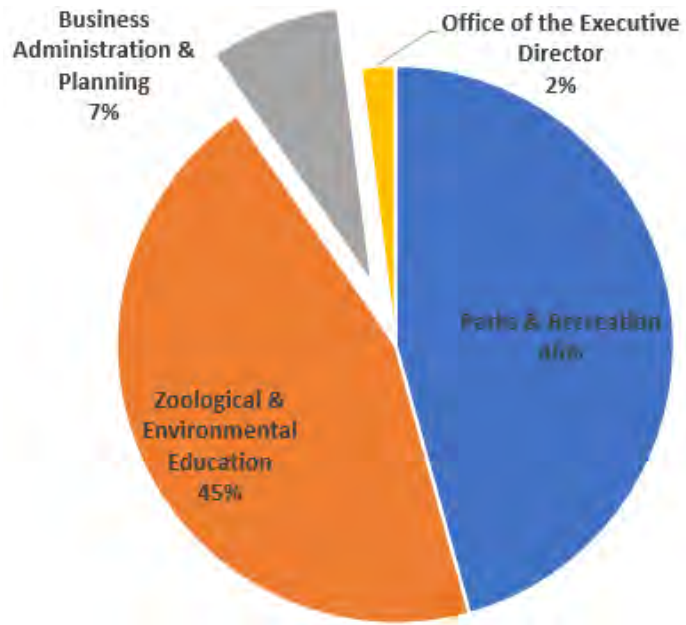


Department Structure Changes:



Proposed 2021-22 Departmental Budget

Proposed 2021-22 Biennium Budget = \$8,793,000



Proposed 2021-22 Biennium Full-Time Positions = 28

Full-Time Career (FT) Personnel Summary				
Budgeted Positions	End of Biennium		Net Budget Change 2019-20 to 2021-22	
	2019-2020	2021-2022	#	%
Department (Includes positions funded from Capital Program)				
Parks & Recreation	137	134	-3	-2.26%
Zoological & Environmental Education	150	135	-15	-10.49%
Business Administration & Planning	45	35	-10	-22.73%
Office of the Executive Director	5	4	-1	-25.00%
	337	308	-29	-8.95%

Proposed Allocation of Operating Budget

SOURCES AND USES OF FUNDS

Sources of Funds	General Fund			Total	Enterprise Funds		Total	Total Funds
	Office of the Executive Director	Business Administration & Planning	Parks & Recreation		Regional Parks & Attractions	Zoological & Environmental Education		
Property Tax	\$ 33,664,721	\$ -	\$ -	\$ 33,664,721	\$ -	\$ -	\$ -	\$ 33,664,721
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ 4,489,627	\$ 18,642,745	\$ 23,132,372	\$ 23,132,372
Earned	\$ -	\$ 1,293,000	\$ 6,675,426	\$ 7,968,426	\$ 9,012,184	\$ 32,905,351	\$ 41,917,535	\$ 49,885,960
Intergovernmental	\$ -	\$ -	\$ 3,655,082	\$ 3,655,082	\$ 4,064,242	\$ -	\$ 4,064,242	\$ 7,719,324
Transfers In	\$ -	\$ 680,000	\$ 72,122	\$ 752,122	\$ 100,000	\$ -	\$ 100,000	\$ 852,122
Total Sources	\$ 33,664,721	\$ 1,973,000	\$ 10,402,630	\$ 46,040,351	\$ 17,666,053	\$ 51,548,096	\$ 69,214,149	\$ 115,254,500

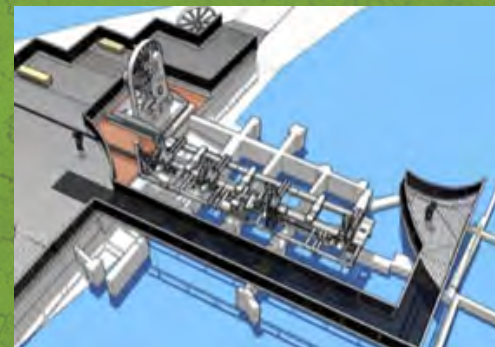
Uses of Funds	General Fund			Total	Enterprise Funds		Total	Total Funds
	Office of the Executive Director	Business Administration & Planning	Parks & Recreation		Regional Parks & Attractions	Zoological & Environmental Education		
Salaries & Benefits	\$ 1,374,000	\$ 5,275,800	\$ 23,676,447	\$ 30,326,247	\$ 7,953,753	\$ 30,900,000	\$ 38,853,753	\$ 69,180,000
Supplies	\$ 61,830	\$ 193,446	\$ 3,433,085	\$ 3,688,361	\$ 1,153,294	\$ 4,635,000	\$ 5,788,294	\$ 9,476,655
Services & Charges	\$ 593,110	\$ 3,015,999	\$ 10,654,401	\$ 14,263,510	\$ 3,579,189	\$ 10,660,500	\$ 14,239,689	\$ 28,503,199
Intergovernmental	\$ 116,790	\$ -	\$ 236,764	\$ 353,554	\$ 79,538	\$ 772,500	\$ 852,038	\$ 1,205,592
Capital	\$ -	\$ 43,965	\$ 157,843	\$ 201,808	\$ 53,025	\$ 1,184,500	\$ 1,237,525	\$ 1,439,333
Debt Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ 75,570	\$ -	\$ 118,382	\$ 193,952	\$ 39,769	\$ 1,802,500	\$ 1,842,269	\$ 2,036,221
Operating Reserves	\$ 68,700	\$ 263,790	\$ 1,183,822	\$ 1,516,312	\$ 397,688	\$ 1,545,000	\$ 1,942,688	\$ 3,459,000
Total Uses	\$ 2,290,000	\$ 8,793,000	\$ 39,460,745	\$ 50,543,745	\$ 13,256,255	\$ 51,500,000	\$ 64,756,255	\$ 115,300,000

Proposed Allocation of Operating Budget

Business Administration & Planning - \$8,793,000		
Finance & Business Operations \$5,970,447	Marketing & Communications \$1,705,842	Planning & Asset Management \$852,210
<ul style="list-style-type: none">o Finance & Budgeto Human Resources & Employee Relationso Business Systems & Customer Experience	<ul style="list-style-type: none">o Marketing & Digital Mediao Public Relations & Communicationo Community Outreach & Engagemento Sales & Revenue Operations	<ul style="list-style-type: none">o Long-Range Planning & Strategic Directiono Capital Improvement Program & Major Maintenanceo Sustainability & Asset Management/Preventative Maintenance



Challenges and Opportunities



Challenges....

Challenge: Uncertainty/Unpredictability

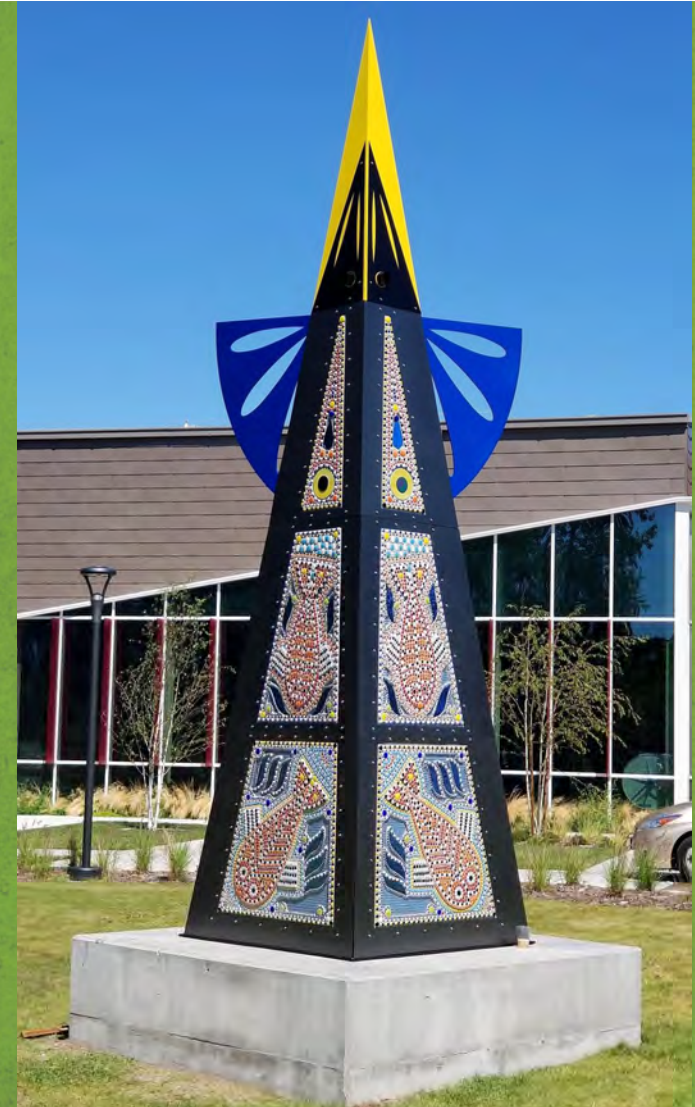
- **Covid 19 Related Impacts to Programs, Operations, Planning & Project Implementation**
 - ✓ Workforce impacts
 - ✓ Material and equipment supply chain impacts
 - ✓ Supporting departmental initiatives
- **Long-Term economic stability to sustain the system**
 - ✓ Uncertain revenue generation
 - ✓ M&O Considerations
 - ✓ Partnerships & Leveraging
- **Social Changes & Community Needs**
 - ✓ Evolution of community needs and aspirations
 - ✓ Changing priorities require constant innovation

...and Opportunities

Opportunity: Reshape and Rebuild

- **Enhanced Community Engagement**
 - ✓ Opening new paths for communication/imagination
 - ✓ Building a foundation of mutual trust for future collaboration
- **Renewed emphasis on Safety/Security & Equitable access**
 - ✓ Re-Framing the Level of Services (LOS) Study
 - ✓ Focused investment in park safety/security
 - ✓ IT improvements to support rapid response and expand access
- **Conservation & Sustainability**
 - ✓ Re-imagining park development/operations standards
 - ✓ Conservation ethic as common thread in program and facility development
 - ✓ Changes to improve financial sustainability—new fund structure, taxing authorities

Department Work Plan Initiatives



Work Plan Initiatives: Marketing & Communications

- **Expand Outreach & Engagement**
 - ✓ Ensure equitable access to the benefits of our parks, programs, and facilities
 - ✓ Develop more inclusive outreach strategies for
 - ✓ Budget, Programs, and CIP development
 - ✓ Park operational & master plan updates
 - ✓ Development of neighborhood/community park improvements
 - ✓ Prioritize under-represented populations
 - ✓ Expand MWBE efforts
- **Establishing Relationships**
 - ✓ Build authentic relationships that will help influence:
 - ✓ Priorities
 - ✓ Decision-making
 - ✓ Policies
 - ✓ Continue to ensure favorable public perception of MPT's brand
 - ✓ Plan towards support of potential future Bond raising

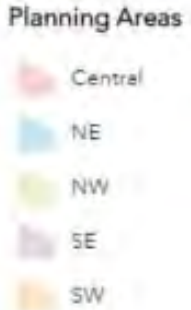
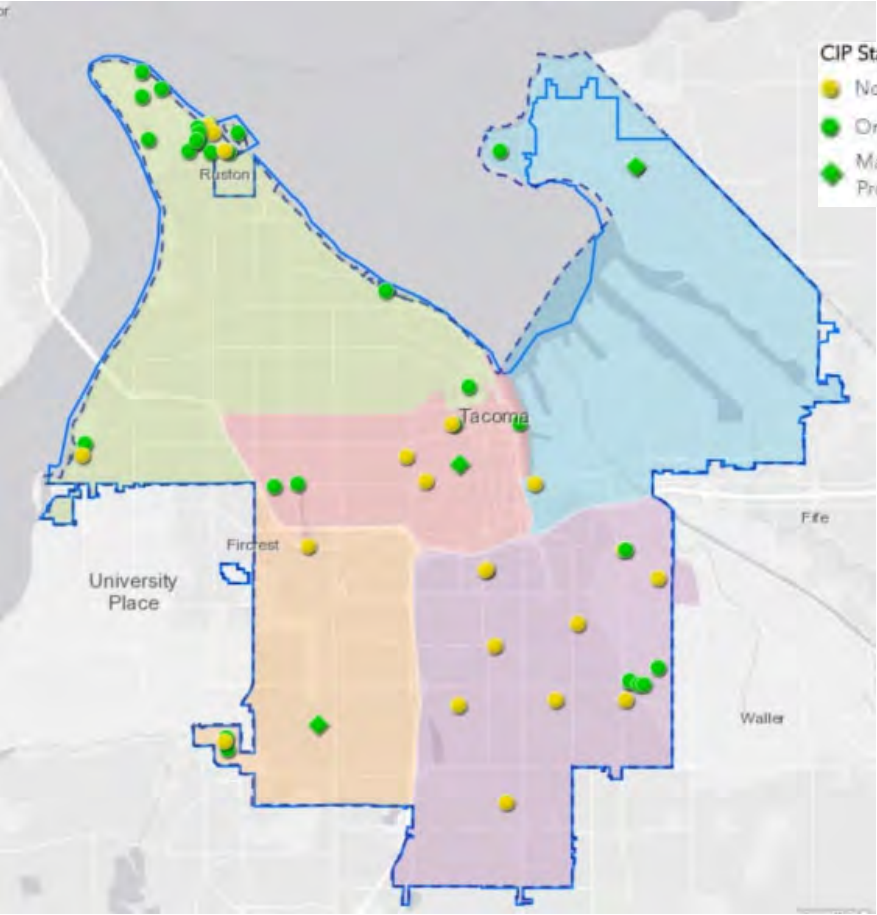
Work Plan Initiatives: Finance & Business Services

- **Advance the District's Diversity, Equity & Inclusion Values**
 - ✓ Recruit workforce that reflects the community we serve.
 - ✓ Update HR policies and practices
- **Support Our Staff**
 - ✓ Leverage our personnel expertise through investments in systems and more efficient processes.
 - ✓ Carry out the recently completed IT Strategic Plan.
- **Sustainable Revenue Initiative**
 - ✓ Collaborate with other departments and review consultant's report on recommendations to identify sustainable revenue strategies and develop a feasibility and implementation plan.
- **Risk, Safety & Emergency Preparedness**
 - ✓ Update and expand the District's emergency management planning, including updating the Continuity of Operations Plan (COOP)
 - ✓ Apply what we've learned during this pandemic

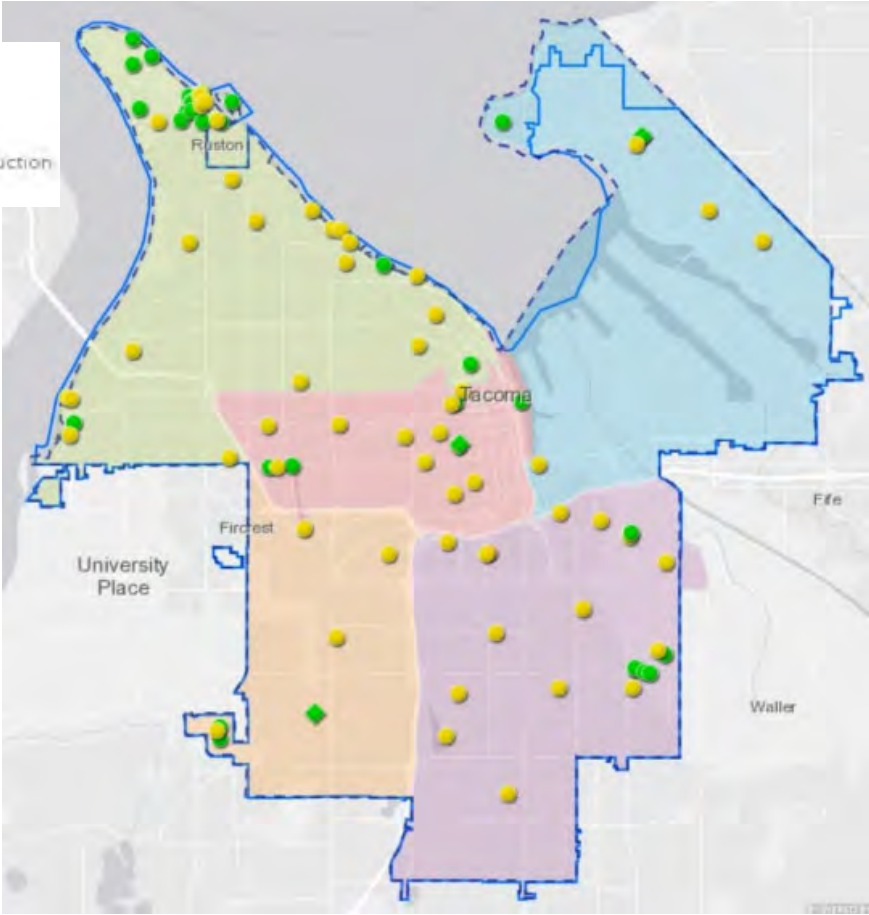
Work Plan Initiatives – Planning and Development

- **Complete Level of Service Study to Reflect Post-COVID-19 Priorities, and Ensure Geographic Equity in the Location and Development of Parks**
 - ✓ Re-scope effort including additional resources such as the City of Tacoma’s Equity Index
 - ✓ Engage all partners in 10-minute walk to a park service goal to provide equitable geographical resources across the District
- **Update the District-wide Sustainability Plan**
 - ✓ Address the effects of climate change on the park system through an equity lens
 - ✓ Continue Ruston Way Planning through continued engagement and Action Plan development
- **Continue coordinated system planning with Tacoma Public Schools**
 - ✓ Pursue Joint Maintenance Facility with TPS
 - ✓ Implement Green School Yards Projects in Priority Areas
- **Implement an Enterprise Asset Management System**
 - ✓ Take action to acquire and activate the initial EAM system through PAM District Team
- **Direct Capital Bond Program Management**
 - ✓ Provide continued leadership in CIP planning and implementation

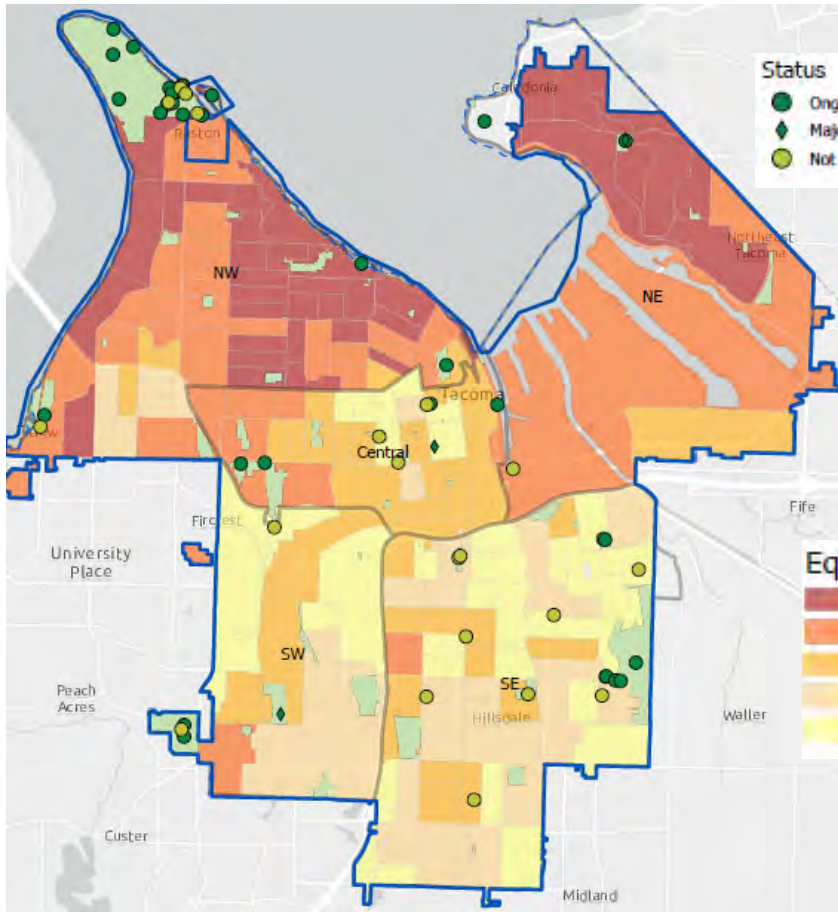
Proposed 2-Year CIP (2021-22)



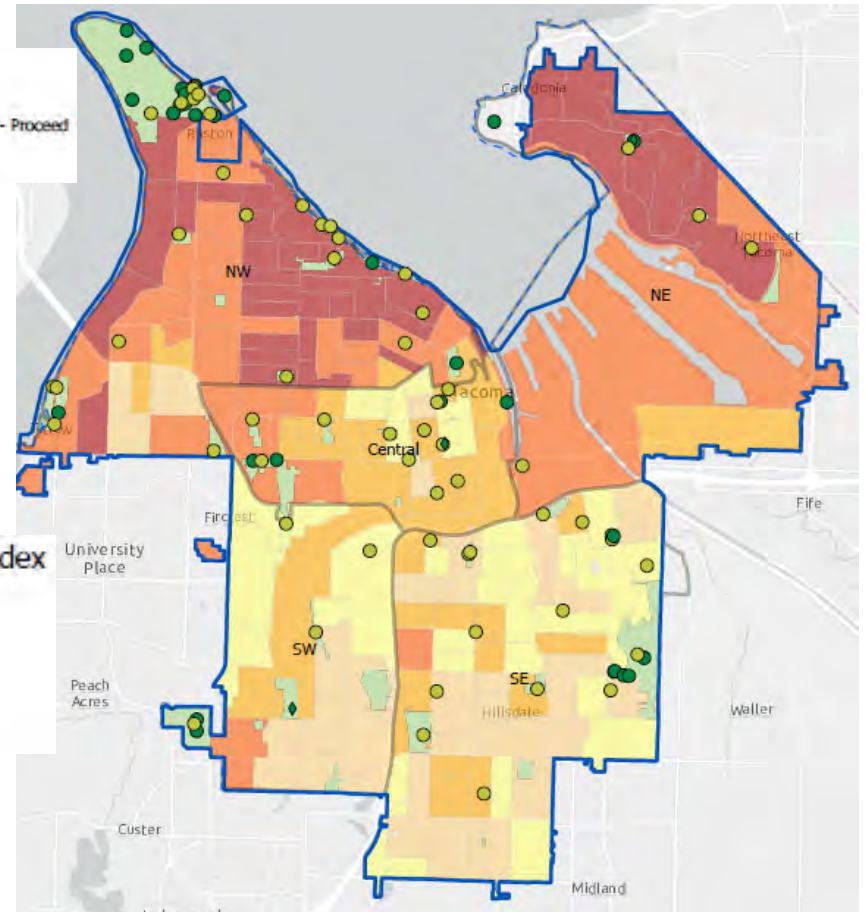
Proposed 6-Year CIP (2021-26)



Proposed 2-Year CIP (2021-22)



Proposed 6-Year CIP (2021-26)



2021-2022 BIENNIUM PROPOSED CAPITAL BUDGET

2021-2022 Capital Fund Total Budget Summary

Major Category	PLANNED FUNDING DISTRIBUTION			BIENNIUM	
	2014 Bond Fund	State/Federal Grants	Foundations Partnerships Donations & Other	FY 2021	FY 2022
Point Defiance Zoo & Aquarium	\$ 2,417,416	\$ -	\$ 563,982	\$ 893,898	\$ 2,087,500
Regional Parks	\$ 11,958,170	\$ 6,031,931	\$ 1,976,158	\$ 12,164,812	\$ 7,801,447
Waterfront Parks & Facilities	\$ 2,405,255	\$ 1,480,000	\$ 4,607,773	\$ 5,387,343	\$ 3,105,685
Historical & Cultural Landmarks	\$ 2,491,827	\$ 1,061,612	\$ -	\$ 2,724,180	\$ 829,259
Community Parks	\$ 2,311,943	\$ -	\$ -	\$ 1,352,933	\$ 959,010
Neighborhood Parks & Small Caps	\$ 2,776,889	\$ 200,000	\$ 300,000	\$ 1,709,534	\$ 1,567,355
Community Centers	\$ 1,055,483	\$ -	\$ 9,185	\$ 1,064,668	\$ -
Sports Complexes & Athletic Fields	\$ 155,590	\$ -	\$ 191,300	\$ 346,890	\$ -
Open Space, Trails & Natural Areas	\$ 949,750	\$ -	\$ -	\$ 541,438	\$ 408,312
Land Acquisition	\$ 170,842	\$ -	\$ -	\$ 170,842	\$ -
System Efficiencies	\$ 5,649,907	\$ -	\$ 873,115	\$ 5,711,792	\$ 811,230
TOTAL	\$ 32,343,072	\$ 8,773,543	\$ 8,521,513	\$ 32,068,330	\$ 17,569,798
% Distribution of Planned Funding	65.2%	17.7%	17.2%	Biennium Total	\$ 49,638,128

2021-2026 PROPOSED 6-YEAR CAPITAL IMPROVEMENT PLAN

2021-2026 Capital Fund Total Budget Summary

Major Category	2021	2022	2023	2024	2025	2026	TOTAL
Point Defiance Zoo & Aquarium	\$ 893,898	\$ 2,087,500	\$ -	\$ 2,023,297	\$ 3,652,098	\$ -	\$ 8,656,793
Regional Parks	\$ 12,164,812	\$ 7,801,447	\$ 200,000	\$ 617,218			\$ 20,783,477
Waterfront Parks & Facilities	\$ 5,387,343	\$ 3,105,685	\$ 654,501	\$ 1,339,383	\$ -	\$ -	\$ 10,486,912
Historical & Cultural Landmarks	\$ 2,724,180	\$ 829,259	\$ 526,000	\$ 869,200	\$ 586,000	\$ -	\$ 5,534,639
Community Parks	\$ 1,352,933	\$ 959,010	\$ 1,147,078	\$ 2,529,135	\$ -	\$ -	\$ 5,988,156
Neighborhood Parks & Small Caps	\$ 1,709,534	\$ 1,567,355	\$ 1,864,250	\$ 2,431,833	\$ 746,988	\$ 957,964	\$ 9,277,924
Community Centers	\$ 1,064,668	\$ -	\$ 128,840	\$ 257,622	\$ -	\$ -	\$ 1,451,130
Sports Complexes & Athletic Fields	\$ 346,890	\$ -	\$ 970,024	\$ 1,738,049	\$ -	\$ -	\$ 3,054,963
Open Space, Trails & Natural Areas	\$ 541,438	\$ 408,312	\$ 134,250	\$ 182,750	\$ 337,121	\$ 588,468	\$ 2,192,339
Land Acquisition	\$ 170,842	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,842
System Efficiencies	\$ 5,711,792	\$ 811,230	\$ 62,221	\$ 10,000	\$ 10,000	\$ 10,000	\$ 6,615,243
TOTAL	\$ 32,068,330	\$ 17,569,798	\$ 5,687,164	\$ 11,998,487	\$ 5,332,207	\$ 1,556,432	\$ 74,212,418
% Distribution of Planned Funding	43.2%	23.7%	7.7%	16.2%	7.2%	2.1%	



Questions?