



**LEANING IN  
TO CHANGE**

METROPOLITAN PARK DISTRICT OF TACOMA

# 2021-2022 Budget Presentation

Board Meeting, Public Hearing  
November 30, 2020



# Today's presentation

- **Serves as the Second Public Hearing**
  - 2021-2022 District Budget
- **Provide an Overview of the Budget Development Process**
- **Present Proposed 2021-2022 Biennium Operating and Capital Budgets**
- **2021-22 District Work Plans**
- **2021-22 Challenges and Opportunities**





# The Budget Development Process



## 2021-22 Budget Engagement and Development Critical Path

<b>July 23</b>	Metro Parks Advisory Council - District Update
<b>July 24</b>	Metro Parks All Staff Budget Development Workshop
<b>September 1 - October 31</b>	Online Survey
<b>September 29</b>	Metro Parks Advisory Council - Budget Overview/Outreach & Engagement Plan
<b>October 6</b>	Tacoma Urban League Facilitated Budget Workshop
<b>October 8</b>	Asia Pacific Cultural Center Facilitated Budget Workshop
<b>October 21</b>	Metro Parks All Staff Budget Workshop #2
<b>October 27</b>	Community Budget Workshop
<b>October 27</b>	Tacoma City Council Budget Presentation
<b>November 2</b>	Committee of the Whole -2021-2022 Operating Budget Discussion
<b>November 4</b>	Zoo Trek Authority/Board Joint Meeting -2021-2022 Sales Tax Presentation
<b>November 9</b>	Board Meeting 2021-2022 District Budget Public Hearing #1 First Reading – Property Tax
<b>November 16</b>	Committee of the Whole -Budget Presentation – Business Administration & Planning
<b>November 18</b>	Committee of the Whole -Budget Presentation – Parks & Recreation
<b>November 23</b>	Board Meeting Budget Presentation – ZEED; First Reading – 2021-2022 District Budget; Second Reading – Property Tax
<b>November 30</b>	<b>Public Hearing #2 2021-2022 District Budget</b>
<b>December 14</b>	Board Meeting – Second Reading and Adoption of 2021-22 District Budget

# Budget Book Elements

## **DISTRICT OVERVIEW**

- Budget in Brief
- Park Locations & Features
- System at a Glance
- Three Pillars of Sustainability:  
Strategic Plan Summary

## **BUDGET DEVELOPMENT**

- Budget Introduction
- Board of Park Commissioners &  
Executive Director's Priorities
- Budget Assumptions & Drivers
- Career Personnel Summary
- Cost Recovery Policy
- Budget Outreach & Public  
Engagement

## **AGENCY BUDGET & DEPARTMENT HIGHLIGHTS**

- District Organizational Functions
- 6-YEAR Revenue Forecast
- All Funds Distribution
  - Operating Revenue & Expense
- Budget & Workplan Overview
  - Office of the Executive Director
  - Parks & Recreation Dept
  - Zoological & Environmental Education  
Dept
  - Business Administration & Planning Dept
- Capital Improvement Program

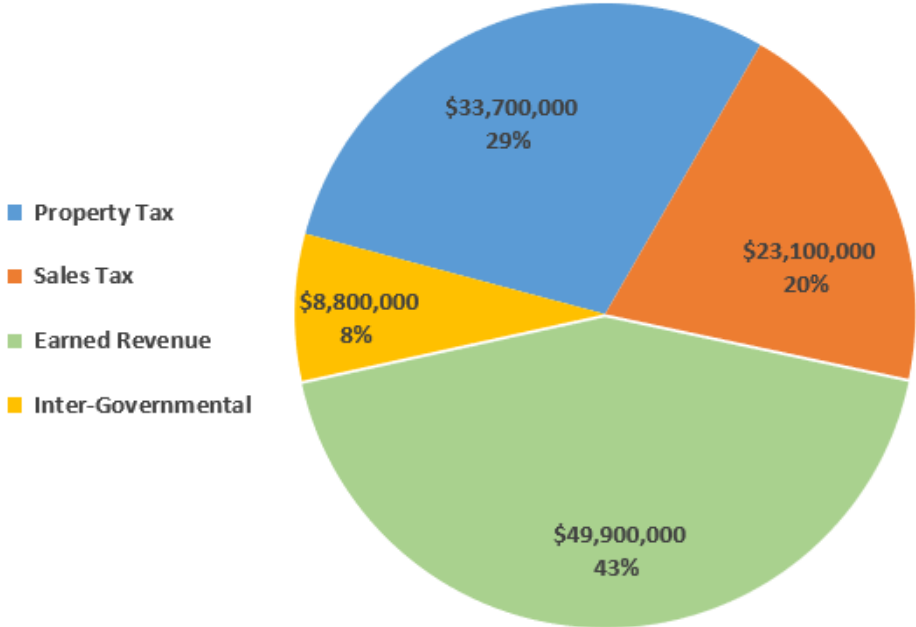


# Proposed 2021-2022 Operating Budget

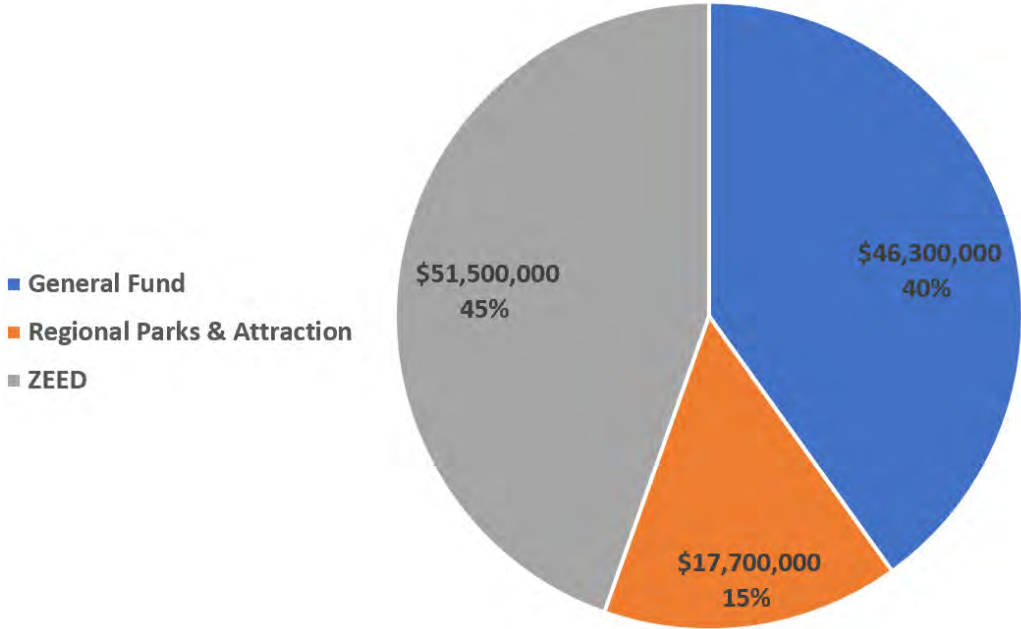


# Revenue Forecast: Distribution of Funds

Total Preliminary Biennium Operating Budget = \$115,500,000



- Property Tax
- Sales Tax
- Earned Revenue
- Inter-Governmental



- General Fund
- Regional Parks & Attraction
- ZEED

# 2021-2022 Biennium Proposed Operating Budget

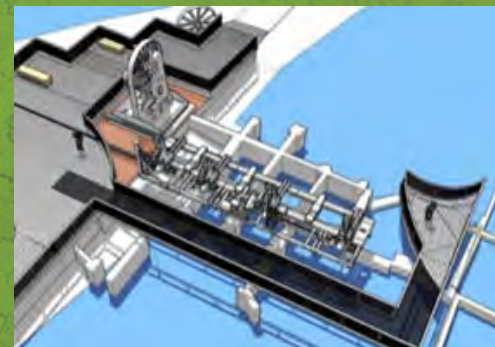
## SOURCES AND USES OF FUNDS

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	\$ -	\$ 574,000	\$ 7,394,426	\$ 7,968,426	\$ 9,012,184	\$ 32,905,351	\$ 41,917,535	\$ 49,885,961
Intergovernmental	\$ -	\$ -	\$ 3,899,593	\$ 3,899,593	\$ 4,064,242	\$ -	\$ 4,064,242	\$ 7,963,835
Transfers In	\$ -	\$ 680,000	\$ 72,122	\$ 752,122	\$ 100,000	\$ -	\$ 100,000	\$ 852,122
<b>Total Sources</b>	<b>\$ 33,664,721</b>	<b>\$ 1,254,000</b>	<b>\$ 11,366,141</b>	<b>\$ 46,284,863</b>	<b>\$ 17,666,053</b>	<b>\$ 51,548,096</b>	<b>\$ 69,214,149</b>	<b>\$ 115,499,012</b>

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	\$ 21,150,568	\$ 27,800,368	\$ 10,599,632	\$ 30,900,000	\$ 41,499,632	\$ 69,300,000
Supplies	\$ 61,830	\$ 193,446	\$ 3,066,832	\$ 3,322,108	\$ 1,536,947	\$ 4,635,000	\$ 6,171,947	\$ 9,494,055
Services & Charges	\$ 593,110	\$ 3,015,999	\$ 9,517,756	\$ 13,126,865	\$ 4,769,834	\$ 10,660,500	\$ 15,430,334	\$ 28,557,199
Intergovernmental	\$ 116,790	\$ -	\$ 211,506	\$ 328,296	\$ 105,996	\$ 772,500	\$ 878,496	\$ 1,206,792
Capital	\$ -	\$ 43,965	\$ 141,004	\$ 184,969	\$ 70,664	\$ 1,184,500	\$ 1,255,164	\$ 1,440,133
Debt Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ 75,570	\$ -	\$ 105,753	\$ 181,323	\$ 52,998	\$ 1,802,500	\$ 1,855,498	\$ 2,036,821
Operating Reserves	\$ 68,700	\$ 263,790	\$ 1,057,528	\$ 1,390,018	\$ 529,982	\$ 1,545,000	\$ 2,074,982	\$ 3,465,000
<b>Total Uses</b>	<b>\$ 2,290,000</b>	<b>\$ 8,793,000</b>	<b>\$ 35,250,947</b>	<b>\$ 46,333,947</b>	<b>\$ 17,666,053</b>	<b>\$ 51,500,000</b>	<b>\$ 69,166,053</b>	<b>\$ 115,500,000</b>



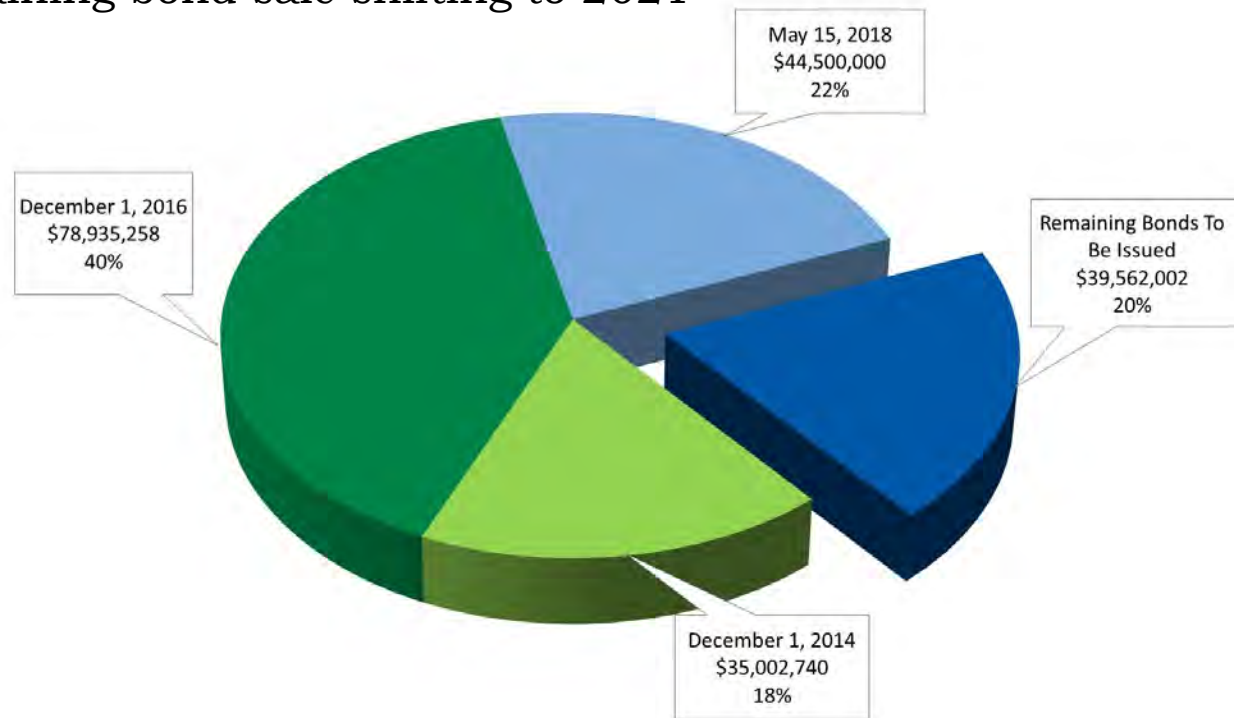
# Proposed 2021-2022 Capital Improvement Plan



# 2014 Bond Program:

## \$198M Bond Program:

- \$158M issued \$40M to go
- Remaining bond sale shifting to 2021



# 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	\$ 12,018,170	\$ 6,031,931	\$ 2,026,158	\$ 11,851,479	\$ 8,224,780
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	\$ 2,926,889	\$ 200,000	\$ 300,000	\$ 1,809,534	\$ 1,617,355
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
<b>TOTAL</b>	<b>\$ 32,553,072</b>	<b>\$ 8,773,543</b>	<b>\$ 8,571,513</b>	<b>\$ 31,854,997</b>	<b>\$ 18,043,131</b>
<b>% Distribution of Planned Funding</b>	<b>65.2%</b>	<b>17.6%</b>	<b>17.2%</b>	<b>Biennium Total</b>	<b>\$ 49,898,128</b>



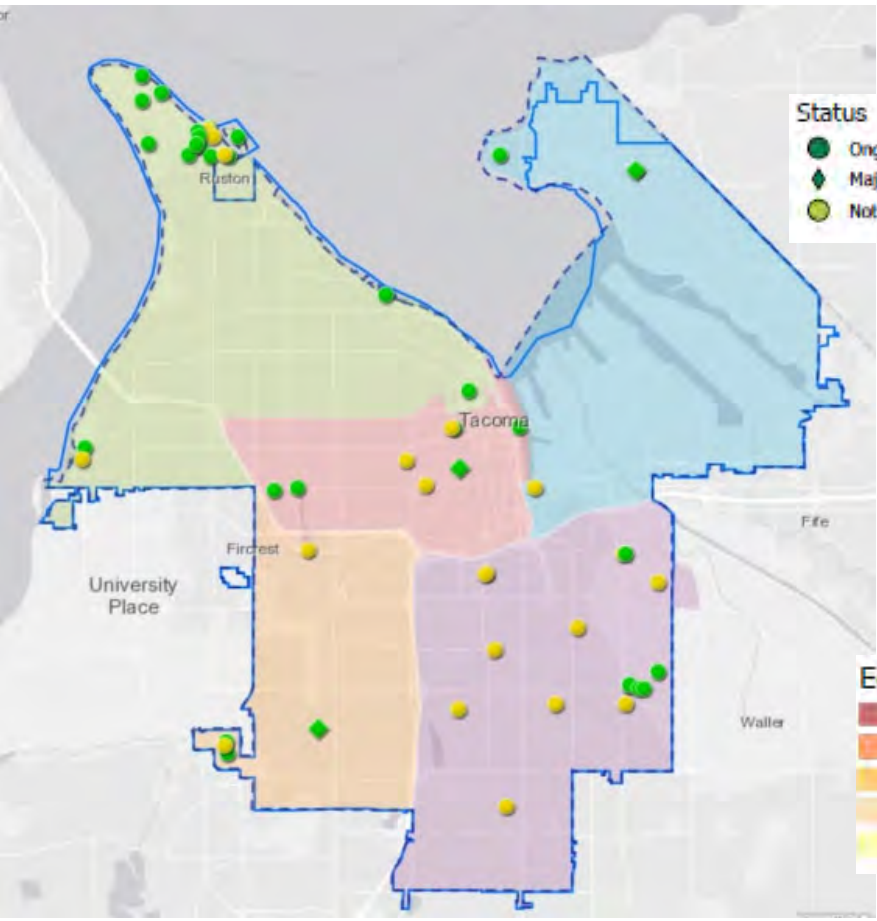
# 2021 -2022 Capital Program:

## 2 Year Plan Highlights:

- Projects Moving into Construction 2020/2021
- Focus Upon Critical Infrastructure
- Neighborhood Parks in SE/SW/C Planning Areas
- Equity Index & 10 Minute Walk Standard are Key Drivers
- Expanded Outreach for Neighborhood/Community Park Projects
- Synchronized Project Implementation with TPS Bond Program



# Proposed 2-Year CIP (2021-22)



**Status**

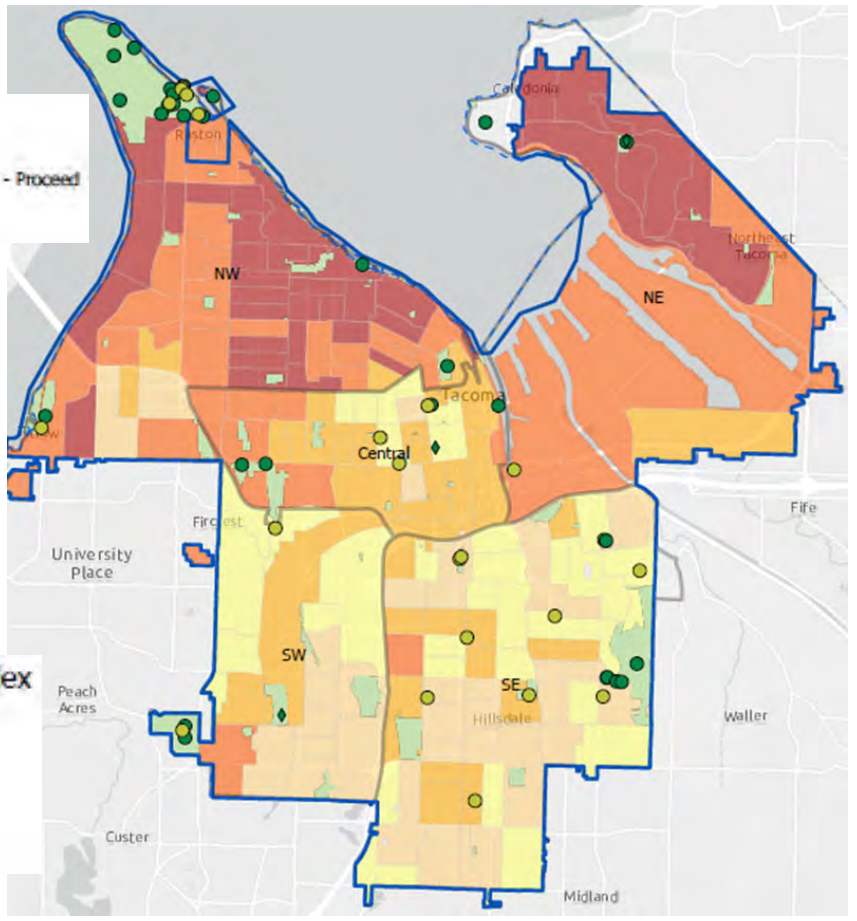
- Ongoing/Proceeding
- ◆ Major Maintenance Planning & Construction - Proceed
- Not Started

**Planning Areas**

- Central
- NE
- NW
- SE
- SW

**Equity & Opportunity Index**

- Very High
- High
- Moderate
- Low
- Very Low





# Challenges and Opportunities





# Business Administration & Planning 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





## Business Administration & Planning 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

# Parks & Recreation Challenges

- **COVID Restrictions and Impacts**

- ✓ Uncertain & Unpredictable Times --- Must be Nimble, Flexible and Constantly Innovative
- ✓ Safety is Highest Priority
- ✓ Economic impacts
- ✓ Serve shifting community needs
- ✓ Increase in numbers of people experiencing homelessness

- **Childcare – Critical for Recovery**

- ✓ Provide safe, accessible spaces for youth to engage in learning, social & emotional connections and recreation
- ✓ COVID and post-COVID differences





## Parks & Recreation Opportunities

- **Renewed emphasis on safe/secure & green infrastructure and equitable access**
  - ✓ Level of Services (LOS) study
  - ✓ Green School Yards
  - ✓ Expanded investment in park and facility safety/security
  - ✓ Park Access Enhancements
- **Conservation & Sustainability**
  - ✓ Asset management/preventative maintenance
  - ✓ Environmentally responsible maintenance equipment and best practices
  - ✓ Expand tree canopy focused on parks in historically underserved areas
- **Future of Community Centers and Programs**
  - ✓ Serve community needs in a safe and responsible manner
  - ✓ Offer pertinent and timely programs given restrictions and public comfort, utilize outdoor spaces and virtual platforms
  - ✓ Serve shifting needs of community---Youth, Wellness Centers, Virtual Recreation Center, Needs of Membership



# ZEED – Challenges & Opportunities

	<u>Historic</u>	<u>New</u>
• Weather	✓	✓
• Sales Tax	✓	✓
• Animal Activity	✓	✓
• New Programs		✓
• COVID		✓





# Schedule & Next Steps





# OUR TIMELINE

<b>November 9</b>	Board Meeting 2021-2022 District Budget Public Hearing #1 First Reading – Property Tax
<b>November 16</b>	Committee of the Whole -Budget Presentation – Business Administration & Planning
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# Questions?

# Key District Work Plan Initiatives





# District Work Plan

## Racial Equity:

- **Implement the Diversity, Equity and Inclusion Plan**
  - City transformation- Heal the Heart
  - Continued investments in community outreach/engagement
  - Equity Advisory Council
  - Increase Outreach to MWBE Contractors

## Access & Inclusion:

- **Expand Outreach to Under-served Populations**
  - Enhance Access and Safety – Ranger program
  - Expand partnerships to serve youth and adults with special needs
  - Legislative Change for childcare public agencies
  - Adjust fees and charges consistent with the community we serve



# District Work Plan

## Health & Wellness:

- **Active Living & Community Wellness**

- Community Centers & wellness programs
- Work in partnership with community to address individuals experiencing homelessness
- Focus on underserved populations and support youth and families.

## Conservation & Sustainability:

- **Update the District-wide Sustainability Plan**

- Electric trams/electric vehicles
- Animal collections planning
- Conservation Center
- Focus capital investments on asset preservation, deferred maintenance, and refreshing park furnishings and amenities



# District Work Plan

## Partnership:

- **Public-Partnership**
  - Intergovernmental Cooperative
  - COT and MPT- one park system/ Aligning Services
  - JMAC Agenda
  - Joint Maintenance Facility/Trades School

## Engagement:

- **Develop and Manage Community Engagement**
  - Strategic planning
  - Update Level of Service Study
  - Budget Reallocation based on need

