



METROPOLITAN PARK DISTRICT OF TACOMA

PRELIMINARY FINANCIALS - FOR 1ST READING 11/25/2024

OPERATING & CAPITAL BUDGET

Fiscal Years January 1, 2025 - December 31, 2026

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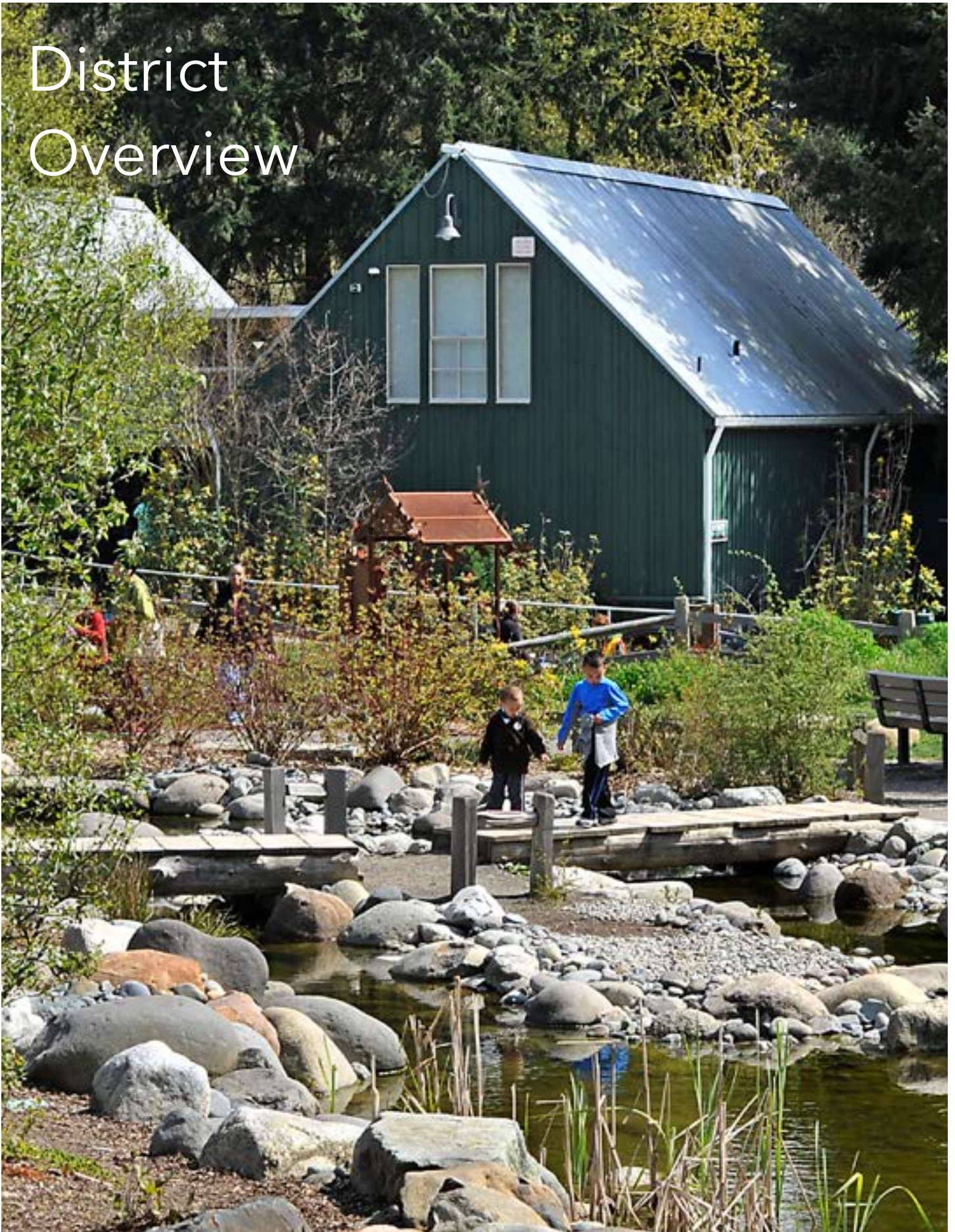
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2025 - 2026 Budget Development & Adoption Timeline

Date	Development Milestones	Description or Activity
8/19/2024	Committee of the Whole	Budget status and Board budget priorities
9/18/2024	Community Budget Workshop	Spanish speaking community at STAR Center
9/25/2024	Community Budget Workshop	Asia Pacific Cultural Center at Portland Avenue Center
9/25/2024	Co-Create to Recreate	People's Center
10/1/2024	Co-Create to Recreate	Norpoint
10/2/2024	Community Budget Workshop	Virtual
10/16/2024	Co-Create to Recreate	Eastside Community Center
10/17/2024	Co-Create to Recreate	STAR Center
10/21/2024	Committee of the Whole	2025-2026 District Capital Plan
10/28/2024	Public Hearing/Park Board Meeting	Property Tax presentation (Study Session) & First Reading of Resolution
11/4/2024	Committee of the Whole	2025-2026 Budget Drivers, Assumptions and Community Feedback
11/6/2024	ZTA/Park Board Meeting	Joint ZTA/Park Board meeting to review ZEED budget
11/13/2024	Committee of the Whole	Department Budget Presentation: Business, Administration & Planning
11/18/2024	Committee of the Whole	Department Budget Presentation: Parks & Recreation & ZEED
11/25/2024	Public Hearing #1	2025-2026 District Budget
11/25/2024	First Reading of Budget Resolution	2025-2026 District Budget Resolution; Second Reading of Property Tax Resolution
12/2/2024	Public Hearing #2	2025-2026 District Budget - noon meeting
12/9/2024	Second Reading of Budget Resolution	Adoption of the 2025-2026 District Budget

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District Overview



DISTRICT LEADERSHIP



Pictured front row: Tim Reid, Andrea Smith, Aaron Pointer. Back row: Rosie Ayala, Matt Mauer

Board of Park Commissioners

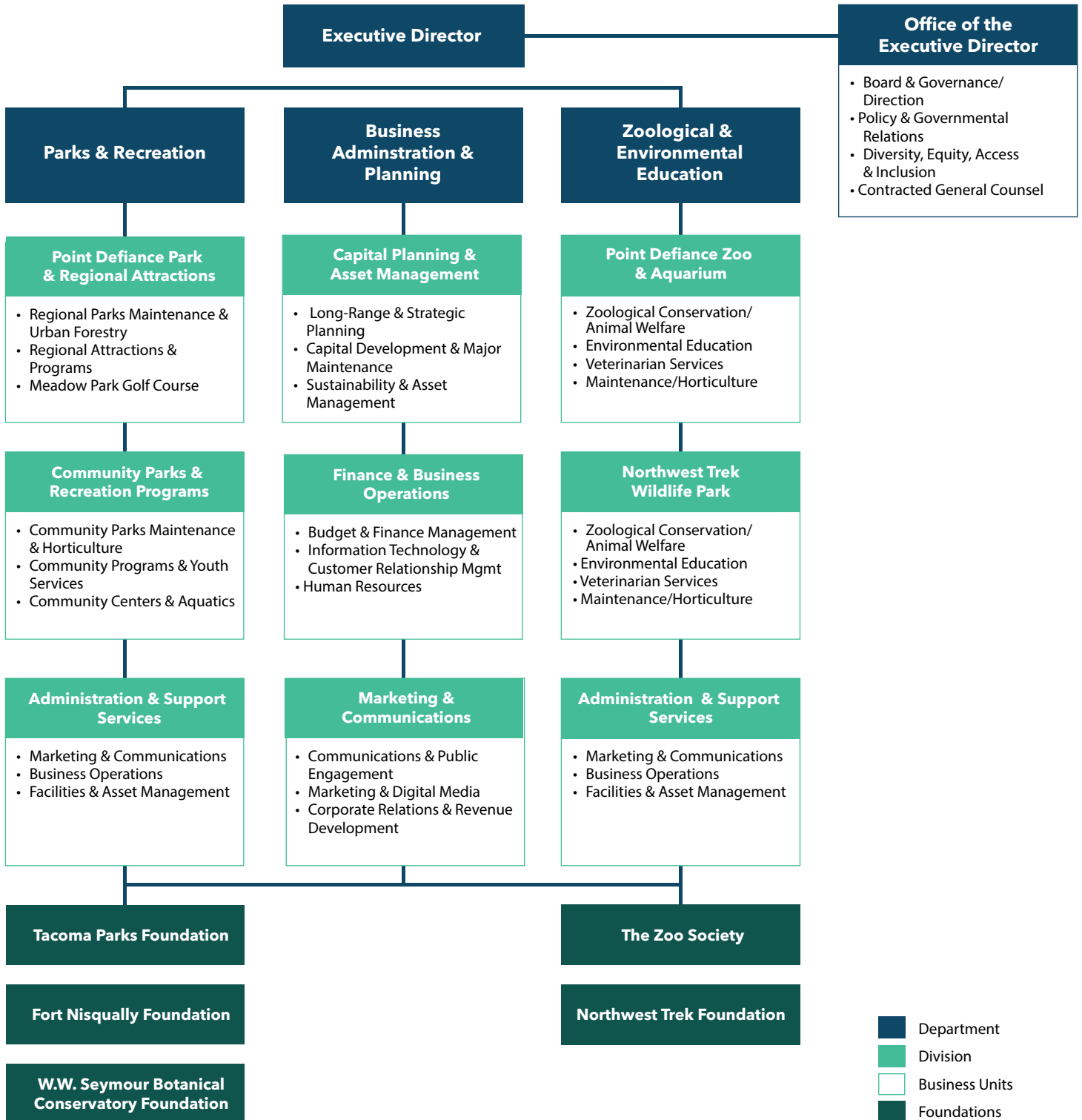
Andrea Smith	President	December 31, 2029
Aaron Pointer	Clerk	December 31, 2025
Tim Reid	Commissioner	December 31, 2025
Rosie Ayala	Commissioner	December 31, 2027
Matt Mauer	Commissioner	December 31, 2029

Expiration of Term

Executive Leadership

Shon Sylvia	Executive Director
Jennifer Bowman	Executive & Board Administrative Assistant
Mark Knowlden	Interim Parks & Recreation Director
Hollie Rogge	Deputy Director, Community Parks & Recreation Programs
Joe Brady	Deputy Director, Regional Parks & Attractions
Alan Varsik	Director of Zoological & Environmental Education
Rick Dietz	Deputy Director, Northwest Trek Wildlife Park
Sarah Oliver	Deputy Director, Point Defiance Zoo & Aquarium
Deborah Russell	Director of Business Administration & Planning
Tania Wink	Chief Financial & Administrative Officer
Marty Stump	Chief Planning Officer
Sandra Eliason	Chief Marketing & Communications Officer
Norinda Rosario Yancey	Equity Officer
Hunter George	Policy & Government Affairs Officer

DISTRICT ORGANIZATIONAL FUNCTIONS



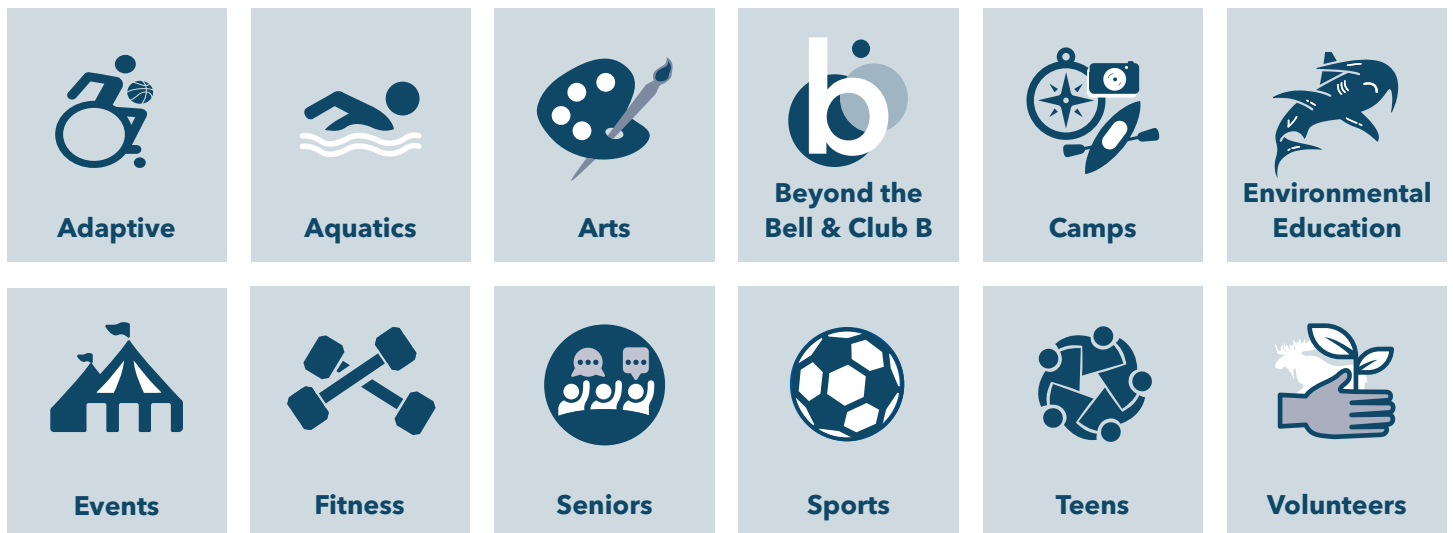
SYSTEM AT A GLANCE

Metro Parks is Commission for Accreditation of Parks and Recreation Agencies (CAPRA) accredited since 2014.

Assets



Programs



*Association of Zoos & Aquariums (AZA) Accredited **American Alliance of Museums (AAM) Accredited

ORGANIZATIONAL & INDUSTRY GUIDANCE

Organizational Plans and Community Input

Parks Tacoma's Long Range Plans

- System and Strategic Plan ' (2024-2030)
- Americans with Disabilities Act (ADA) Transition Plan Update
- Draft Climate Action Plan (2024)

Advisory Councils

- Active Lifestyles & Community Wellness
- Business & Responsive Agency
- Arts & Heritage
- Nature & Environment

Engagement

- Capital Improvement Planning Workshops
- Co-Create to Recreate
- Community Center Participatory Budgets
- Park Spotlight Events
- Budget Workshops



Professional Guidance

Industry Standards & Plans

- Commission for Accreditation of Parks & Recreation Agencies:
 - Accreditation Standards
- Association of Zoos & Aquariums:
 - Accreditation Standards
 - Species Survival Plan
- American Association of Museums
 - Accreditation Standards

Agency Accreditations



Metro Parks is one of only 3 park and recreation agencies in Washington and 197 nationwide to earn CAPRA accreditation.

CAPRA is the only national accreditation of park and recreation agencies and is a valuable measure of an agency's overall quality of operation, management, and service to the community. Agencies undergo a rigorous accreditation process every five years.

Metro Parks Tacoma has been CAPRA accredited since 2014.



AZA-accredited zoos and aquariums are constantly evolving and standards are continuously being raised. Our zoos and aquariums must keep up with these changes to remain AZA-accredited and we go through a rigorous accreditation process every five years to affirm this commitment.

Our zoos and aquariums have been continuously accredited by AZA for well-over a quarter-century—Point Defiance Zoo & Aquarium since 1983 and Northwest Trek Wildlife Park since 1985.



Fort Nisqually Living History Museum is one of ten history museums in Washington State that is fully accredited by the national American Alliance of Museums (AAM). Since 1906, AAM has provided advocacy, developed standards and promoted best industry practices. The Alliance accredits museum institutions for ten-year periods.

AAM accreditation in 2019 brought recognition to Fort Nisqually for its commitment to excellence, accountability, high professional standards and continued institutional improvement.

Non-Profit Funding Partners





CAREER PERSONNEL SUMMARY

In addition to the career positions shown below, the District employs, on average, over six hundred (600) part-time workers throughout the year. While some of the part-time positions are used year-round, the majority are seasonal in nature to supplement the full-time work force during the busy seasons.

The District is adding critical positions to ensure effective implementation of the strategic and capital improvement plans, to execute value-add programming and service delivery, and to provide effective maintenance of new and existing assets. The following table illustrates the total full-time career positions for the last biennium and the upcoming biennium:

Full-Time Equivalent (FTE) Career Personnel Summary

Department	2021-22 Budget			
	2021-22 Budget	Ammended	2023-24 Budget	2025-26 Budget
Business Administration & Planning Department	35.0	52.0	64.0	75.0
Office of the Executive Director	4.0	4.0	4.0	6.0
Parks & Recreation Department	134.0	195.0	223.5	258.5
Zoological & Environmental Education Department	135.0	161.0	161.0	162.0
District Total	308.0	412.0	452.5	501.5

Agency Budget & Department Highlights



TOTAL DISTRICT BUDGET

All Funds Revenue & Expenditure Summary

	2021-22 Actuals	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenue Source					
Tax Revenue					
Property Tax	34,415,381	67,377,364	34,339,695	36,331,397	70,671,092
Sales Tax	30,391,906	32,682,667	16,275,624	16,936,554	33,212,178
Intergovt. Revenue					
Grants	54,068	139,986	1,005,214	1,018,486	2,023,700
City of Tac Subsidy/Shared Costs	6,139,925	9,021,031	4,250,296	4,365,446	8,615,742
Other Interlocal Agreements	1,791,988	144,000	-	-	-
Donations					
From Private Sources	911,951	426,616	26,500	26,554	53,054
From Foundations	3,517,952	6,777,425	5,407,496	3,910,221	9,317,717
Earned Revenue	47,118,853	62,630,775	33,889,538	35,466,690	69,356,228
Miscellaneous Revenue	1,408,080	509,784	6,029,626	6,680,315	12,709,941
Transfers-In	801,459	1,132,755	806,615	814,433	1,621,048
Use of Fund Balance	-	-	2,819,806	2,422,955	5,242,761
Total Revenue	126,551,562	180,842,403	104,850,410	107,973,051	212,823,461
Expenditure Category					
Salaries & Benefits	73,728,098	113,387,341	68,430,599	72,969,455	141,400,054
Materials & Supplies	10,102,809	11,972,510	7,507,544	7,526,669	15,034,213
Services & Charges	27,454,817	37,777,301	23,283,577	23,512,149	46,795,726
Intergovernmental Charges	967,466	1,043,428	681,966	625,059	1,307,025
Capital Outlay	10,096,614	1,258,449	1,213,717	671,488	1,885,205
Debt Service	277,498	-	200,312	200,312	400,624
Transfer Out	10,933,736	4,208,125	2,682,695	1,167,919	3,850,614
Operating Reserve	-	8,921,397	850,000	1,300,000	2,150,000
Total Expenditures	133,561,037	178,568,551	104,850,410	107,973,051	212,823,461

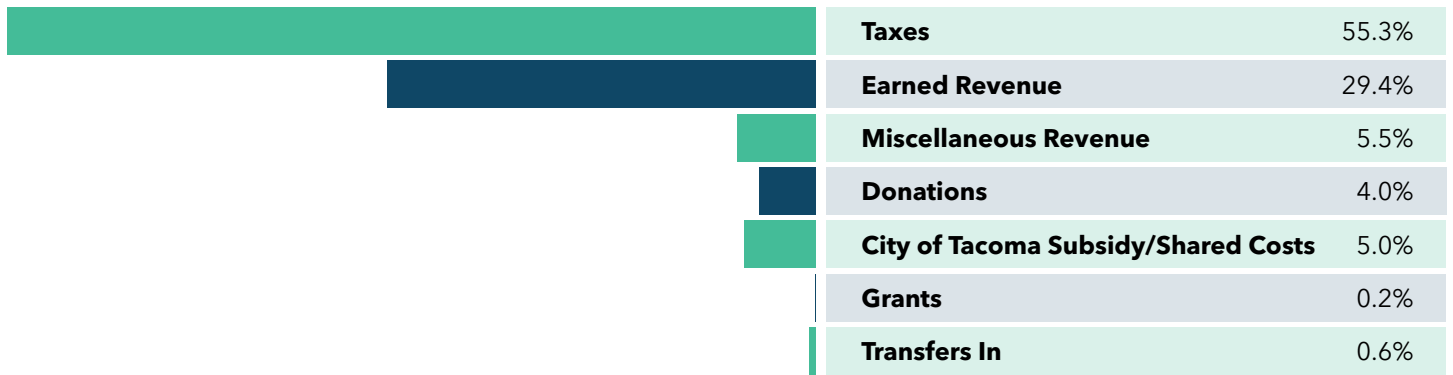
TOTAL DISTRICT BUDGET

Fund Type by Comparison

	General Fund	Enterprise Fund Point Defiance Marina	Enterprise Fund Meadow Park Golf Course	Enterprise Fund Zoological & Environmental Ed.	Total All Fund Types
Revenue/Other Financing Sources					
Tax Revenue					
Property Tax	70,671,092	-	-	-	70,671,092
Sales Tax	5,932,424	-	-	27,279,754	33,212,178
Intergovt. Revenue					
Grants	1,355,560	-	-	668,140	2,023,700
City of Tac Subsidy/Shared Costs	8,615,742	-	-		8,615,742
Donations					
From Private Sources	49,400	-	-	3,654	53,054
From Foundations	4,835,000	-	-	4,482,717	9,317,717
Earned Revenue	23,639,734	1,793,200	8,929,000	34,994,294	69,356,228
Miscellaneous Revenue	6,059,012	2,185,018	1,072,000	3,393,911	12,709,941
Transfers-In	1,621,048	-	-	-	1,621,048
Use of Fund Balance	5,242,761	-	-	-	5,242,761
Total Revenue	128,021,773	3,978,218	10,001,000	70,822,470	212,823,461
Expenditures					
Salaries & Benefits	87,396,771	1,736,535	4,536,589	47,730,159	141,400,054
Materials & Supplies	6,793,882	1,396,176	1,273,931	5,570,224	15,034,213
Services & Charges	32,400,498	569,107	1,273,480	12,552,641	46,795,726
Intergovernmental Charges	698,152	76,400	52,000	480,473	1,307,025
Capital Outlay	732,471	200,000	700,000	252,735	1,885,206
Debt Service	-	-	-	400,624	400,624
Transfer Out	-	-	215,020	3,835,614	4,050,634
Operating Reserve	-	-	1,949,980	-	1,949,980
Total Expenditures	128,021,773	3,978,218	10,001,000	70,822,470	212,823,460

TOTAL 2023-2024 DISTRICT BUDGET

Revenues as a Percent of Budget

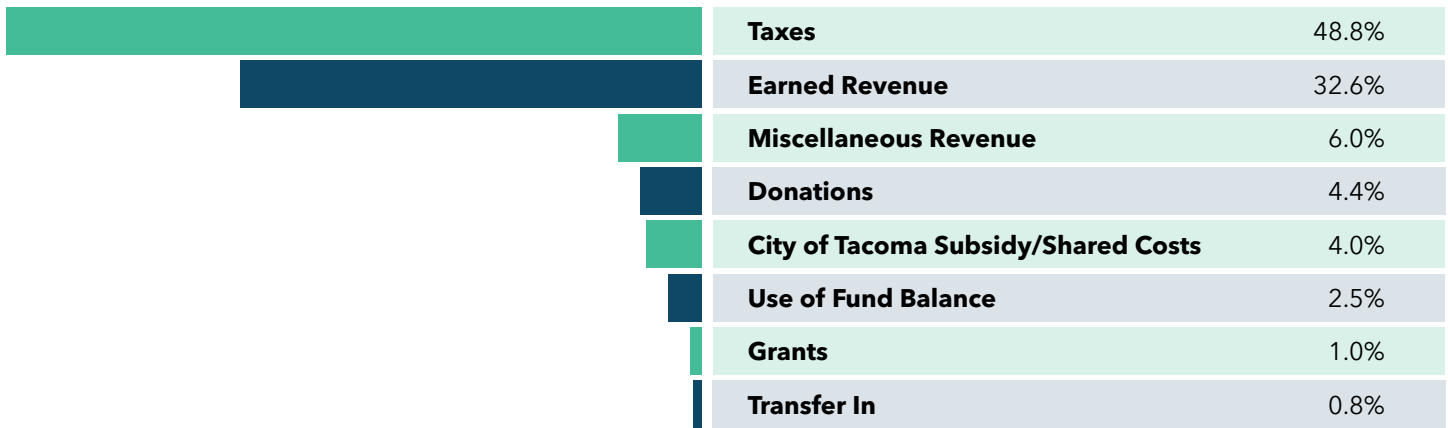


Expenditures as a Percent of Budget

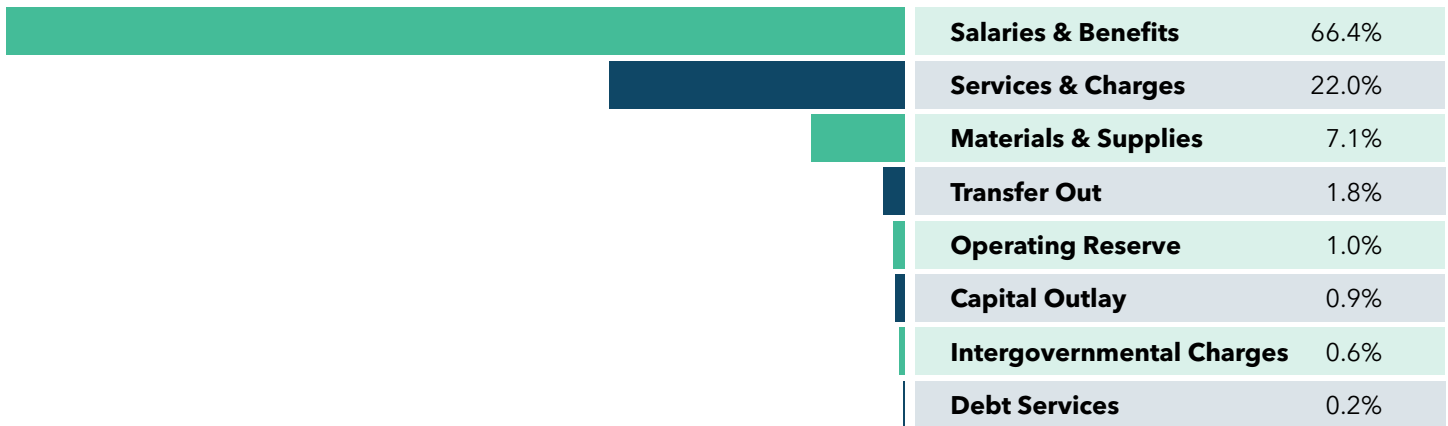


TOTAL 2025-2026 DISTRICT BUDGET

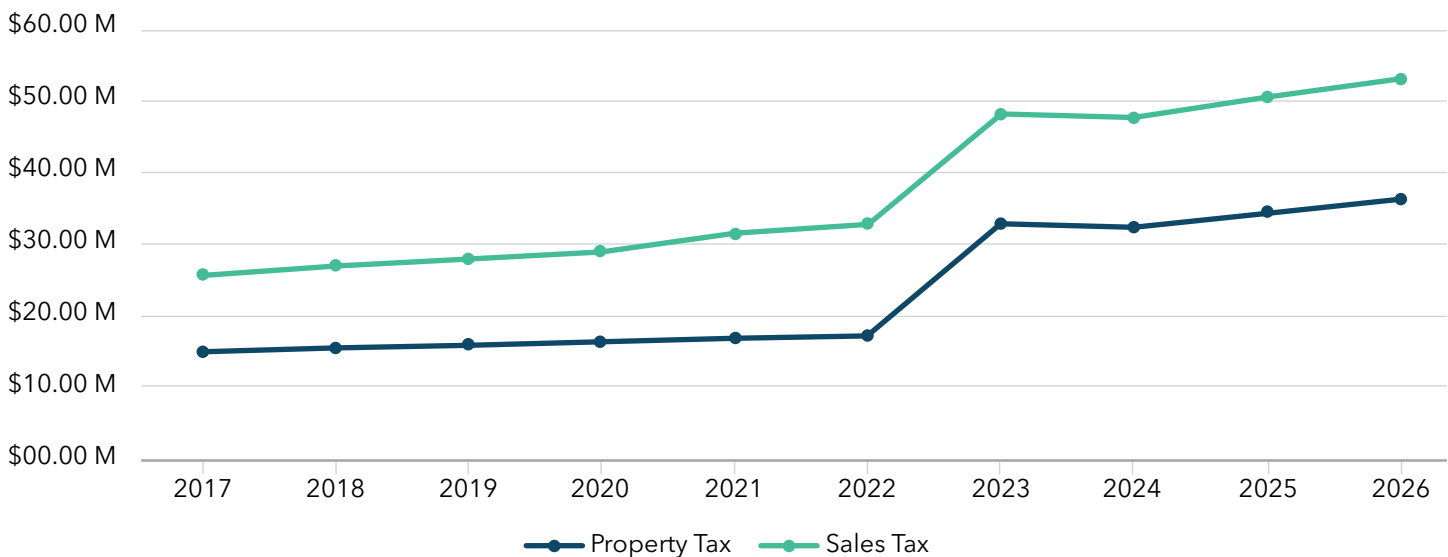
Revenues as a Percent of Budget



Expenditures as a Percent of Budget



Change in Property and Sales Tax Over Time





OFFICE OF THE EXECUTIVE DIRECTOR

- Community Safety/Park Security Plan & Execution
- Agency Awareness & Engagement Plan
- Brand roll out
- Quarterly work plan updates
- Inclusive Workforce/Volunteer Development

- Sustainable Funding & Revenue Development to ensure one-park system
- Comprehensive Condition & Geographic Balance Analysis of Park Assets
- 6-year Program & Operations Action Plans to support District Teams





OFFICE OF THE EXECUTIVE DIRECTOR

Districtwide Areas of Focus & Execution

Legislative Agenda + priority legislative change for access to childcare subsidies

Whole Child policy alignment with JMAC to leverage funding responsibilities between municipalities

COT Interlocal Agreement Update & Sustainable Revenue policies and potential budget amendments; Resource Development

Amend landfill long-term lease to include joint maintenance facility

DEAI Training Workshops & Comprehensive Professional Development/ Culture Values Plan execution

Work Plan Initiatives

District team support of project management trainings and 6-year operational plans

Potential Feasibility Studies:

Aging & Older Adult Care

South Sound Tourism & Regional Attraction Planning: Meadow Park, Boathouse Marina, Athletic Complexes & Field House

Community Safety/Park Security + Park Rangers + Community Service Officers

Phase 2: Joint Maintenance Complex



OFFICE OF THE EXECUTIVE DIRECTOR

Staffing Summary

	2023-24 Budget	2024 New	2025	2026	2025-26 Budget
Executive Director	1.0	-	-	-	1.0
Assistant to the Executive Director	1.0	-	-	-	1.0
Policy & Government Affairs Officer	1.0	-	-	-	1.0
Equity Officer	1.0				1.0
Policy Administrator	-	-	1.0	-	1.0
Public Records Administrator	-	-	1.0	-	1.0
Office of the Executive Director Department Total	4.0	-	2.0	-	6.0

General Fund Summary

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenue Source				
Property Tax	15,803,690	2,565,454	2,565,455	5,130,909
Sales Tax	-	-	-	-
Intergovt. Revenue	-	-	-	-
Grants	-	-	-	-
City of Tac Subsidy/Shared Costs	-	-	-	-
Donations - Private	-	-	-	-
Donations - Foundations	-	-	-	-
Earned Revenue	-	-	-	-
Miscellaneous Revenue	-	-	-	-
Transfers-In	-	-	-	-
Use of Fund Balance	-	621,525	737,616	1,359,141
Total Revenue	15,803,690	3,186,979	3,303,071	6,490,050
Expenditure Category				
Salaries & Benefits	2,077,041	1,231,129	1,301,421	2,532,550
Materials & Supplies	27,800	164,100	53,100	217,200
Services & Charges	3,082,986	1,571,750	1,788,550	3,360,300
Intergovernmental Charges	278,000	220,000	160,000	380,000
Capital Outlay	-	-	-	-
Operating Reserve	8,064,012	-	-	-
Total Expenditures	13,529,839	3,186,979	3,303,071	6,490,050



PARKS & RECREATION DEPARTMENT

Divisions

Point Defiance Park & Regional Attractions

Community Parks & Recreation Programs

Administration & Support Services

Strategic Direction

Preserve, protect, and provide safe, well-maintained parks, natural areas, trails, attractions and facilities for our community. Promoting and practicing conservation ethics in environmental and fiscally sustainable practices.

Promote community engagement and deliver recreational and educational programs and services in support of Parks Tacoma's adopt strategic plan.

Lead in the provision of community gathering opportunities through parks and natural areas, community centers and shared spaces, facilities, and attractions.

Promote and provide equitable programs and services focused on removing barriers and providing access to underserved and marginalized community members.





PARKS & RECREATION DEPARTMENT

Work Plan Initiatives

Leverage our unique facilities to serve district priorities and drive regional tourism and new revenue streams.

- Reimagine Meadow Park Project
- Point Defiance Marina Business Plan
- Signature Regional Events

Create inclusion in spaces by offering diverse activities and programming that fosters a welcoming environment for people of all ages and abilities.

- Outdoor Education
- Park Popups and Programming
- Volunteer Work Parties

Focus and grow the District's Outdoor Education Program

- Explore expanded nature & outdoor programming

Advocate and partner with outside agencies to develop safe routes and connections from parks to communities.

- Trails and right of ways management and enhancement

Intentionally engage with the community to determine service and programming needs through events, public outreach and excellent customer service

- Recreation Business Planning
- Community-led Events and Programming Support
- Agency-led Festivals and Events

Support youth and families through programming that focuses on social-emotional development and creates a sense of belonging

- Whole Child Programming
- Adaptive & Inclusive Recreation
- Senior Services



PARKS & RECREATION DEPARTMENT

Work Plan Initiatives

Enhance delivery of youth sports and recreation opportunities to encourage youth participation in daily physical activity

- Enhanced Youth Sports Programming
- Joint Partner Facilities Scheduling

Refine our strategic recreation plans to align with program and service delivery data and improve models and methods to increase diversity, equity, and fiscal stewardship

- Six-year Strategic Recreation Planning
- Develop and build on existing community programming & partnerships

Prioritize safe parks, programs, facilities through activation of community spaces through neighborhood and community use

- Park Guide Programming
- Tacoma Nature Center Outdoor Education
- Outdoor Adventures

Lead our workforce with active leadership and mentorship to develop employees and promote positive organizational structure

- Department Culture
- Internships - Jobs 253 Partnership
- Compass Crew Pilot

Increase greenspace access and stewardship

- Build and maintain trail infrastructure

Provide programming through sustainable fee and rate structures

- Fiscal Stewardship and Earned Revenue

Implement safety enhancements to increase the feeling of safety of all people in our facilities and spaces

- Park Guide Program
- Emergency Response System

Continue to institutionalize that park and facility maintenance is a core service and is foundational for the agency's success

- Park Maintenance Level of Service

Generate revenue to create and support department programs, services and initiatives

- Launch the Districtwide brand update to reflect our updated identity and implement through a multi-level approach including new signage guidelines

Create communications and marketing deliverables to directly support district programs, services and initiatives

- Proactive Communications, Marketing and Media Management
- Build and maintain media relationships
- Create media management plans

Establish the District's brand to retain and build the customer base

- Brand Awareness Campaign
- Brand Implementation Program

PARKS & RECREATION

Staffing Summary

	2023-24 Budget	2024 New	2025	2026	2025-26 Budget
Director's Office					
Department Director	1.00	-	-	-	1.00
Directors Office Total	1.00	-	-	-	1.00
Regional Parks & Attractions Division					
Deputy Director - Regional Parks	1.00	-	-	-	1.00
Regional Parks Maintenance & Urban Forestry	26.45	2.00	4.50	-	32.95
Regional Attractions & Programs	33.78	2.55	3.30	1.00	40.63
Meadow Park Golf Course	13.00	-	1.00	-	14.00
Regional Parks & Attractions Division Total	74.23	4.55	8.80	1.00	88.58
Community Parks & Recreation Programs Division					
Deputy Dir. Community Parks & Rec Programs	1.00	-	-	-	1.00
Community Parks Maintenance & Horticulture	31.00	1.00	4.00	-	36.00
Community Programs & Youth Services	43.00	4.00	2.00	1.00	50.00
Community Centers & Aquatics	23.00	-	-	-	23.00
Community Parks & Recreation Programs Division Total	110.00	98.00	5.00	6.00	1.00
Administration & Support Services Division					
PRD Business Operations	17.22	1.45	2.60	-	21.27
PRD Facilities & Asset Management	30.05	1.00	2.00	1.00	34.05
PRD Marketing & Communications	3.00	-	0.60	-	3.6
Administration & Support Services Division Total	50.27	2.45	5.20	1.00	58.92
Parks & Recreation Department Total	223.50	12.00	20.00	3.00	258.50

PARKS & RECREATION

Enterprise Fund Budget by Business Unit -- Point Defiance Marina Complex

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenue Source				
Earned Revenue	2,939,580	882,600	910,600	1,793,200
Miscellaneous Revenue	178,558	1,065,282	1,119,736	2,185,018
Transfers-In	67,231	-	-	-
Total Revenue	3,185,369	1,947,882	2,030,336	3,978,218
Expenditure Category				
Salaries & Benefits	1,768,804	835,504	901,031	1,736,535
Materials & Supplies	1,031,158	734,088	662,088	1,396,176
Services & Charges	535,909	258,619	208,619	467,238
Intergovernmental Charges	45,540	38,200	38,200	76,400
Capital Outlay	-	200,000	-	200,000
Transfer Out	-	-	-	-
Operating Reserve	-	54,438	47,431	101,869
Total Expenditures	3,381,409	2,120,849	1,857,369	3,978,218

Enterprise Fund Budget by Business Unit - Meadow Park Golf Course

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenue Source				
Earned Revenue	6,189,000	4,319,000	4,610,000	8,929,000
Miscellaneous Revenue	1,068,000	532,000	540,000	1,072,000
Total Revenue	7,257,000	4,851,000	5,150,000	10,001,000
Expenditure Category				
Salaries & Benefits	3,263,012	2,203,260	2,333,329	4,536,589
Materials & Supplies	960,600	624,800	649,131	1,273,931
Services & Charges	1,777,221	626,400	633,080	1,259,480
Intergovernmental Charges	52,000	26,000	26,000	52,000
Capital Outlay	1,000,000	500,000	200,000	700,000
Transfer Out	8,125.00	104,520	110,500	215,020
Operating Reserve	196,044	766,980	1,197,000	1,963,980
Total Expenditures	7,257,000	4,851,960	5,149,040	10,001,000

PARKS & RECREATION

General Fund Summary

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenue Source				
Property Tax	31,661,788	20,408,164	21,591,836	42,000,000
Sales Tax	6,261,932	2,903,196	3,029,228	5,932,424
Intergovt. Revenue	1,467,013	-	-	-
Grants	91,986	675,560	680,000	1,355,560
City of Tac Subsidy/Shared Costs	7,181,370	4,250,296	4,365,446	8,615,742
Donations - Private	49,875	24,700	24,700	49,400
Donations - Foundations	5,062,400	2,395,000	2,340,000	4,735,000
Earned Revenue	15,856,376	11,569,941	12,069,793	23,639,734
Miscellaneous Revenue	664,594	2,721,486	3,306,526	6,028,012
Transfers-In	-	-	-	-
Total Revenue	68,297,334	44,948,343	47,407,529	92,355,872
Expenditure Category				
Salaries & Benefits	49,851,801	32,119,563	34,382,240	66,501,803
Materials & Supplies	4,986,341	2,970,163	3,037,237	6,007,400
Services & Charges	12,997,561	9,394,990	9,555,056	18,950,046
Intergovernmental Charges	219,481	81,685	82,467	164,152
Capital Outlay	242,152	389,217	343,253	732,470
Total Expenditures	68,297,334	44,955,618	47,400,253	92,355,872

Parks & Recreation

General Fund Budget by Business Unit - Point Defiance Park & Regional Attractions

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenues by Business Unit				
Regional Parks Maintenance & Urban Forestry				
Grants	-	50,000	50,000	100,000
Intergov - City of Tacoma Shared Services	5,063,832	2,199,780	2,265,774	4,465,554
Donations - Foundations & Private Sources	127,200	60,000	-	60,000
Earned Revenue	120,850	-	-	-
Facility Lease- Long Term	1,221,150	661,992	1,054,512	1,716,504
Facility Lease - Short Term	36,000	-	-	-
Business Unit Total	6,569,032	2,249,780	2,315,774	4,565,554
Regional Attractions & Programs				
Sales Tax Revenue	6,261,932	2,903,196	3,029,228	5,932,424
Grants	10,000	70,000	70,000	140,000
Intergov - City of Tacoma Shared Services	-	39,563	40,750	80,313
Earned Revenue	1,462,699	1,048,245	1,228,932	2,277,177
Facility Leases - Long Term	-	159,492	189,492	348,984
Facility Leases - Short Term	155,875	744,530	776,600	1,521,130
Donations - Foundations & Private Sources	-	44,700	49,700	94,400
Other Misc. Revenue	600	16,300	217,360	233,660
Business Unit Total	7,891,106	5,026,026	5,602,062	10,628,088
Total Division Revenues	14,460,138	7,275,806	7,917,836	15,193,642

PARKS & RECREATION

General Fund Budget by Business Unit - Point Defiance Park & Regional Attractions

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Expenditures by Business Unit				
Regional Parks Maintenance & Urban Forestry				
Salaries	3,886,323	2,336,760	2,646,235	4,982,995
Benefits	1,490,551	759,365	860,015	1,619,380
Materials & Supplies	530,026	198,466	222,424	420,890
Services & Charges	2,142,282	702,718	927,845	1,630,564
Capital Costs	128,000	174,657	208,691	383,348
Business Unit Total	8,177,182	4,171,967	4,865,210	9,037,177
Regional Attractions & Programs				
Salaries	4,300,440	3,576,441	3,867,937	7,444,379
Benefits	1,446,320	1,123,316	1,155,604	2,278,920
Materials & Supplies	444,856	379,962	348,421	728,383
Services & Charges	1,235,555	904,766	722,193	1,626,959
Intergovernmental Costs	37,491	16,708	17,411	34,119
Capital Costs	-	138,149	26,602	164,751
Business Unit Total	7,464,662	6,139,342	6,138,168	12,277,510
Total Division Expenditures	15,641,844	10,311,309	11,003,378	21,314,687

PARKS & RECREATION

General Fund Budget by Business Unit - Community Parks & Recreation Programs

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenues by Business Unit				
Community Parks Maintenance & Horticulture				
Property Tax	3,885,367	-	-	-
Intergov - City of Tacoma Shared Services	180,288	91,980	94,739	186,719
Donations - Foundations & Private Sources	2,675	-	-	-
Earned Revenue	612,790	-	-	-
Facility Leases - Long Term	18,984	-	-	-
Facility Leases -Short Tem	20,000	-	-	-
Business Unit Total	4,720,104	91,980	94,739	186,719
Community Parks & Youth Services				
Property Tax	4,080,177	-	-	-
Intergov - City of Tacoma Shared Services	360,000	-	-	-
Grants	81,986	555,560	560,000	1,115,560
Earned Revenue	6,022,872	5,484,076	5,698,068	11,182,144
Facility Leases - Short Term	540,000	338,172	338,172	676,344
Donations - Foundations & Private Sources	1,982,400	500,000	500,000	1,000,000
Other Misc. Revenue	39,236	-	-	-
Business Unit Total	13,106,671	6,877,808	7,096,240	13,974,048
Community Centers & Aquatics				
Property Tax	3,629,519	-	-	-
Intergov - City of Tacoma Shared Services	1,713,697	1,138,695	1,160,496	2,299,191
Earned Revenue	1,026,888	2,605,085	2,638,658	5,243,743
Facility Leases - Long Term	9,000	15,000	18,000	33,000
Facility Leases - Short Term	118,750	6,900	6,600	13,500
Donations - Foundations & Private Sources	-	215,000	215,000	430,000
Other Misc. Revenue	71,200	100	100	200
Business Unit Total	6,569,054	3,980,780	4,038,854	8,019,634
Total Division Revenues	24,395,829	10,950,568	11,229,833	22,180,400

PARKS & RECREATION

General Fund Budget by Business Unit - Community Parks & Recreation Programs

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Expenditures by Business Unit				
Community Parks Maintenance & Horticulture				
Salaries	4,534,960	2,778,729	2,999,221	5,777,950
Benefits	1,825,951	953,255	1,026,972	1,980,227
Materials & Supplies	639,368	340,309	383,957	724,266
Services & Charges	2,863,190	1,496,733	1,380,311	2,877,044
Intergovernmental Costs	8,140	2,931	2,931	5,862
Capital Costs	-	17,586	17,586	35,172
Business Unit Total	9,871,609	5,589,543	5,810,978	11,400,521
Community Parks & Youth Services				
Salaries	11,928,486	8,089,065	8,533,298	16,622,362
Benefits	2,891,310	1,978,175	2,092,123	4,070,298
Materials & Supplies	1,152,995	842,444	812,462	1,654,906
Services & Charges	1,799,848	2,181,776	2,196,422	4,378,198
Intergovernmental Costs	22,178	4,641	4,641	9,282
Capital Costs	11,000	29,274	45,829	75,103
Business Unit Total	17,805,817	13,125,374	13,684,775	26,810,150
Community Centers & Aquatics				
Salaries	5,390,603	2,873,305	2,984,853	5,858,158
Benefits	1,626,163	758,778	786,817	1,545,595
Materials & Supplies	740,558	316,011	360,777	676,787
Services & Charges	1,458,862	1,258,421	1,304,534	2,562,955
Intergovernmental Costs	104,490	50,076	50,154	100,230
Capital Costs	40,000	12,628	16,121	28,748
Business Unit Total	9,360,676	5,269,219	5,503,256	10,772,475
Total Division Expenditures	37,038,102	23,984,136	24,999,010	48,983,146

PARKS & RECREATION

General Fund Budget by Business Unit - Administration & Support Services

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenues by Business Unit				
Marketing & Communications				
Earned Revenue	731,150	340,575	390,575	731,150
Business Unit Total	731,150	340,575	390,575	731,150
Business Operations				
Property Tax Revenue	18,470,686	20,408,164	21,591,836	42,000,000
City of Tacoma Shared Services	1,703,214	780,279	803,687	1,583,966
Earned Revenue	1,530,330	2,082,000	2,104,600	4,186,600
Donations - Foundations	2,200,000	1,600,000	1,600,000	3,200,000
Facility Lease - Long Term	6,000	-	-	-
Facility Lease - Short Term	1,508,014	672,000	594,660	1,266,660
Other Misc. Revenue	196,000	101,000	104,030	205,030
Business Unit Total	25,614,244	25,643,443	26,798,813	52,442,256
Facilities & Asset Management				
Property Tax Revenue	1,596,039	-	-	-
Earned Revenue	-	15,960	15,960	31,920
Facility Leases - Short Term	-	-	-	-
Other Misc. Revenue	-	-	-	-
Business Unit Total	15,960	15,960		31,920
Total Division Revenues	27,941,433	25,999,978	27,205,348	53,205,326

PARKS & RECREATION

General Fund Budget by Business Unit - Administration & Support Services

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Expenditures by Business Unit				
Marketing & Communications				
Salaries	576,072	319,982	336,268	656,250
Benefits	145,431	92,567	97,884	190,451
Materials & Supplies	26,250	17,268	9,697	26,965
Services & Charges	421,418	174,247	199,480	373,727
Business Unit Total	1,169,171	604,064	643,328	1,247,393
Business Operations				
Salaries	4,225,543	2,358,843	2,552,709	4,911,552
Benefits	1,265,140	792,079	845,257	1,637,336
Materials & Supplies	193,678	77,296	69,089	146,385
Services & Charges	1,715,969	1,523,050	1,808,320	3,331,370
Intergovernmental Costs	32,640	-	-	-
Capital Costs	37,000	-	-	-
Business Unit Total	7,469,970	4,751,268	5,275,374	10,026,642
Facilities & Asset Management				
Salaries	3,051,584	2,455,091	2,651,136	5,106,227
Benefits	1,266,924	873,811	945,912	1,819,723
Materials & Supplies	1,258,610	764,454	753,494	1,628,818
Services & Charges	1,360,437	1,153,278	1,015,951	2,169,229
Intergovernmental Costs	14,540	7,329	7,329	14,659
Capital Costs	26,152	16,924	28,425	45,348
Business Unit Total	6,978,247	5,304,840	5,479,165	10,784,005
Total Division Expenditures	15,617,388	10,660,173	11,397,866	22,058,040



ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Divisions

- Point Defiance Zoo & Aquarium
- Northwest Trek Wildlife Park
- Administration & Support Services

Strategic Direction

Prioritize relationships with all communities by growing our partnerships, creating meaningful connections, and actively reducing barriers to access.

Recognize our environmental impact and the ways in which we are interdependent with the environment and our communities.

Engage people in the care and protection of nature by taking a collaborative approach to identifying and addressing the challenges facing Wild Life and their ecosystems, both in expert human care and the wild.





ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Work Plan Initiatives

Develop a Care and Protection Plan

Form a unified ZEED Care and Protection of Nature Committee and identify a set of conservation Signature Initiatives to serve as the guideposts for identifying and selecting projects for implementation and/or support. Explore community-initiated conservation to maximize engagement. Begin publishing annual Impact Reports to share ZEED's impact on the care and protection of nature locally and globally.

Develop a ZEED Community Collaboration Plan in conjunction and alignment with Districtwide efforts

Develop a department plan, including criteria and metrics to advance accessibility and belonging for guests and staff. Continue to grow the Nature Engagement Fellowship in collaboration with the Nisqually Tribe. In addition, explore partnership opportunities within Parks Tacoma to further the environmental education and stewardship awareness of our community.

Advance Safety within ZEED practices, operations, and facilities

With the establishment of a new Safety Administrator role, review and refine safety practices for guest and staff safety. In addition, apply learning from the safety audit to guide facility changes and enhancements (such as increased pathway lighting).

Advance community connection, animal care, and guest engagement

Advance concept and planning design for improved and new exhibits at PDZA and NWT, with a focus on animal well-being, guest engagement and experience, zoo and aquarium trends, and fiscal sustainability, including penguins, Kids' Zone, a reptile-focused exhibit in the former elephant area, and porcupine, beaver, and lynx habitats. Explore opportunities to enhance the ZEED brand in alignment with Parks Tacoma's brand.

Advance operational efficiency and effectiveness, as well as revenue generation

Continue operational refinements with elements that impact the guest experience, animal care, and fiscal sustainability, including operating the new electric trams, exploring overnight lodging opportunities, opening a new animal commissary and haybarn, enhancing the perimeter fence, opening a conservation-based maze for guests, updating the PDZA facility plan, and exploring further dynamic pricing.

Refine events to advance community belonging, awakening a connection to Wild Life, and marketing

Both PDZA and NWT have facilitated a wide variety of events during the year. This initiative includes reviewing historical events against the primary goals and modifying, eliminating or adding events as needed to achieve goals.

ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Staffing Summary

	2023-24 Budget	2024 Unbudgeted	2025	2026	2025-26 Budget
Director's Office					
Department Director	1.00	-	-	-	1.00
Director's Office Total	1.00	-	-	-	1.00
Pt. Defiance Zoo & Aquarium					
Deputy Director	1.00	-	-	-	1.00
Zoological & Conservation/Animal Welfare	57.00	-	-	-	57.00
Environment Education	7.00	-	-	-	7.00
Veterinarian Services	7.00	-	-	-	7.00
Maintenance/Horticulture	23.00	-	-	-	23.00
Admissions	7.00	-	-	-	7.00
Pt. Defiance Zoo & Aquarium	104.00	-	-	-	104.00
Northwest Trek Wildlife Park					
Deputy Director	1.00	-	-	-	1.00
Zoological	12.00	-	-	-	12.00
Environmental Education	5.00	-	-	-	5.00
Veterinarian Services	2.00	-	-	-	2.00
Maintenance/Horticulture	10.00	-	-	-	10.00
Admissions	3.00	-	-	-	3.00
Northwest Trek Wildlife Park Division Total	33.00	-	-	-	33.00
Administrative & Support Services Division					
ZEED Marketing & Comm., and Corp. Relations	6.00	-	1	-	7.00
ZEED Information Technology	5.00	-	-	-	5.00
ZEED Conservation	2.00	-	-	-	2.00
ZEED Facilities & Asset Management	2.00	-	-	-	2.00
ZEED Business Operations	8.00	-	-	-	8.00
Administration & Support Services Division Total	23.00	-	-	-	24.00
ZEED Department Total	161.0	-	-	-	162.0



ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Enterprise Fund Summary

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenue Source				
Sales Tax	26,420,735	13,372,428	13,907,326	27,279,754
Intergovt. Revenue	144,000	-	-	-
Grants	48,000	329,654	338,486	668,140
Donations - Private	417,741	1,800	1,854	3,654
Donations - Foundations	1,647,025	2,962,496	1,520,221	4,482,717
Earned Revenue	36,577,819	17,117,997	17,876,297	34,994,294
Miscellaneous Revenue	44,680	1,695,358	1,698,553	3,393,911
Transfers-In	-	-	-	-
Total	65,300,000	35,479,733	35,342,737	70,822,470
Expenditure by Category				
Salaries & Benefits	42,768,247	23,207,016	24,523,143	47,730,159
Materials & Supplies	4,250,345	2,733,126	2,837,098	5,570,224
Services & Charges	16,468,537	6,300,503	6,252,138	12,552,641
Intergovernmental Charges	447,809	239,081	241,392	480,473
Capital Outlay	16,297	124,500	128,235	252,735
Debt Service	-	200,312	200,312	400,624
Transfer Out	-	2,675,195	1,160,419	3,835,614
Operating Reserve	1,348,765	-	-	-
Total	65,300,000	35,479,733	35,342,737	70,822,470

ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Enterprise Fund Budget by Business Unit - Northwest Trek & Wildlife Park Division

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenues by Business Unit				
Zoological Conservation/Animal Welfare				
Grants	30,000	24,600	24,600	49,200
Earned Revenue	480,000	310,000	310,000	620,000
Business Unit Total	510,000	334,600	334,600	669,200
Environmental Education				
Earned Revenue	63,575	54,600	55,100	109,700
Donations - Foundations & Private Sources	-	135,000	135,000	270,000
Other Misc. Revenue	50	-	-	-
Business Unit Total	63,625	189,600	190,100	379,700
Maintenance/Horticulture				
Facility Lease - Long & Short Term	21,690	3,383	3,383	6,766
Donations - Foundation	-	350,000	350,000	700,000
Other Misc. Revenue	400	500	500	1,000
Proceeds from Sales of Assets	-	-	-	-
Business Unit Total	22,090	353,883	353,883	707,766
Total Division Revenues	595,715	878,083	878,583	1,756,666

ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Enterprise Fund Budget by Business Unit – Northwest Trek Wildlife Park Division

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Expenditures by Business Unit				
Zoological Conservation/Animal Welfare				
Salaries	2,148,096	970,817	1,039,159	2,009,975
Benefits	871,896	356,757	368,921	725,678
Materials & Supplies	559,900	285,844	294,380	580,224
Services & Charges	24,485	14,189	10,355	24,544
Intergovernmental Costs	415	214	225	439
Business Unit Total	3,604,792	1,627,821	1,713,040	3,340,861
Environmental Education				
Salaries	1,632,753	753,580	790,840	1,544,420
Benefits	469,425	252,735	260,772	513,506
Materials & Supplies	15,420	7,400	7,565	14,965
Services & Charges	18,900	9,000	8,700	17,700
Business Unit Total	2,136,498	1,022,715	1,067,877	2,090,592
Veterinarian Services				
Salaries	503,412	265,515	282,714	548,229
Benefits	156,650	71,834	75,980	147,814
Materials & Supplies	86,395	47,500	48,925	96,425
Services & Charges	52,600	31,700	32,651	64,351
Intergovernmental Costs	600	650	670	1,320
Business Unit Total	799,657	417,199	440,940	858,139
Maintenance/Horticulture				
Salaries	1,779,724	896,487	923,861	1,820,348
Benefits	732,193	317,248	328,163	645,412
Materials & Supplies	318,930	141,900	148,995	290,895
Services & Charges	407,981	424,421	364,289	788,710
Intergovernmental Costs	4,500	3,000	3,150	6,150
Transfer Out	-	350,000	350,000	700,000
Business Unit Total	3,243,328	2,133,056	2,118,458	4,251,515
Total Division Expenditures	9,784,275	5,200,791	5,340,315	10,541,106

ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Enterprise Fund Budget by Business Unit - Point Defiance Zoo & Aquarium Division

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenues by Business Unit				
Zoological Conservation/Animal Welfare				
Grants	18,000	305,054	313,886	618,940
Donations - Foundation	629,560	757,496	765,221	1,522,717
Earned Revenue	863,960	328,032	337,873	665,905
Business Unit Total	1,511,520	1,390,582	1,416,980	2,807,562
Environmental Education				
City of Tacoma Shared Services	144,000	-	-	-
Earned Revenue	653,000	373,830	379,900	753,730
Donations - Foundations & Private Sources	665,396	110,000	110,000	220,000
Proceeds from Sales of Assets		-	-	-
Business Unit Total	1,462,396	483,830	489,900	973,730
Veterinarian Services				
Donations - Private Sources	-	1,800	1,854	3,654
Proceeds from Sales of Assets		-	-	-
Business Unit Total	-	1,800	1,854	3,654
Maintenance/Horticulture				
Facility Leases - Short Term	50,225	28,000	28,000	56,000
Donations - Foundations & Private Sources	482,175	1,450,000	-	1,450,000
Other Misc. Revenue	18,680	2,600	2,600	5,200
Proceeds from Sales of Assets		-	-	-
Business Unit Total	551,080	1,480,600	30,600	1,511,200
Total Division Revenues	3,524,996	3,356,812	1,939,334	5,296,146

ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Enterprise Fund Budget by Business Unit – Point Defiance Zoo & Aquarium Division

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Expenditures by Business Unit				
Zoological Conservation/Animal Welfare				
Salaries	9,774,615	5,493,675	5,828,545	11,322,220
Benefits	3,896,614	1,794,534	1,891,013	3,685,547
Materials & Supplies	1,546,659	1,049,429	1,104,015	2,153,444
Services & Charges	316,114	225,734	233,422	459,156
Capital Costs	1,764	900	927	1,827
Business Unit Total	15,535,766	8,564,272	9,057,921	17,622,193
Environmental Education				
Salaries	3,071,867	1,849,839	1,936,857	3,786,695
Benefits	1,214,429	551,980	559,153	1,111,134
Materials & Supplies	121,498	82,597	88,154	170,751
Services & Charges	136,655	77,221	78,618	155,839
Intergovernmental Costs		264	264	528
Business Unit Total	4,544,449	2,561,901	2,663,046	5,224,947
Veterinarian Services				
Salaries	1,074,618	734,176	780,142	1,514,317
Benefits	338,066	242,993	255,756	498,748
Materials & Supplies	383,350	170,168	175,273	345,441
Services & Charges	190,445	91,348	93,959	185,307
Intergovernmental Costs	2,050	2,160	2,160	4,320
Capital Costs	16,297	4,500	4,635	9,135
Business Unit Total	2,004,826	1,245,345	1,311,925	2,557,269
Maintenance/Horticulture				
Salaries	4,041,895	2,078,455	2,204,524	4,282,979
Benefits	1,718,434	789,284	831,152	1,620,436
Materials & Supplies	692,286	492,598	507,377	999,975
Services & Charges	2,904,490	2,065,598	1,957,427	4,023,025
Intergovernmental Costs	6,970	3,430	3,533	6,963
Capital Costs	-	120,000	123,600	243,600
Transfer Out	2,690,000	1,615,600	98,986	1,714,586
Operating Reserve	-	-	-	-
Business Unit Total	12,054,075	7,164,965	5,726,598	12,891,563
Total Division Expenditures	34,139,116	19,536,483	18,759,490	38,295,973

ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Enterprise Fund Budget By Business Unit - Administration & Support Services

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenues by Business Unit				
Marketing & Communications				
Marketing Rights & Sponsorships	577,000	336,000	348,000	684,000
Earned Revenue	17,500	-	-	-
Business Unit Total	594,500	336,000	348,000	684,000
Business Operations				
Sales Tax Revenue	26,420,735	13,372,428	13,907,326	27,279,754
Earned Revenue	31,050,794	15,715,535	16,445,424	32,160,959
Donations - Foundations & Private Sources	314,635	160,000	160,000	320,000
Facility Lease- Long Term	2,332,350	594,375	594,375	1,188,750
Facility Lease - Short Term	261,925	171,500	171,695	343,195
Equipment Rental - Short Term	180,150	100,000	103,000	203,000
Other Misc. Revenue	200	795,000	795,000	1,590,000
Business Unit Total	60,560,789	30,908,838	32,176,820	63,085,658
Facilities & Asset Management				
Facility Lease- Long Term	24,000	-	-	-
Business Unit Total	24,000	-	-	-
Total Division Revenues	61,179,289	31,244,838	32,524,820	63,769,658

ZOOLOGICAL & ENVIRONMENTAL EDUCATION

Enterprise Fund Budget by Business Unit– Administration & Support Services

Expenditures by Business Unit				
Marketing & Communications				
Salaries	1,181,057	643,946	727,930	1,371,876
Benefits	454,357	204,220	215,230	419,450
Materials & Supplies	25,972	16,360	16,923	33,283
Services & Charges	2,667,237	1,495,540	1,569,292	3,064,832
Business Unit Total	4,328,623	2,360,066	2,529,375	4,889,441
Business Operations				
Salaries	5,880,681	3,807,661	4,029,434	7,837,095
Benefits	2,089,964	1,131,280	1,192,999	2,324,279
Materials & Supplies	620,174	439,330	445,491	884,821
Services & Charges	6,506,057	1,865,752	1,903,425	3,769,177
Intergovernmental Costs	431,510	228,463	230,463	458,926
Debt Principal	-	200,312	200,312	400,624
Transfer - Out	1,510,000	709,595	711,433	1,421,028
Business Unit Total	17,038,386	8,382,393	8,713,557	17,095,950
Facilities & Asset Management				
Salaries	-	-	-	-
Benefits	-	-	-	-
Materials & Supplies	-	-	-	-
Services & Charges	9,600	-	-	-
Intergovernmental Costs	-	-	-	-
Business Unit Total	9,600	-	-	-
Total Division Expenditures	21,376,609	10,742,459	11,242,932	21,985,391



BUSINESS ADMINISTRATION & PLANNING

Divisions

Capital Planning & Asset Management

Finance & Business Operations

Marketing & Communications

Strategic Direction

Provide responsible stewardship of the District's financial resources. Identify and mitigate physical and financial risks.

Encourage innovation and continuous improvement among systems and personnel.

Perform strategic long-range planning driven by community input and responsive to their needs.

Deliver high-quality, sustainable parks and facilities through forward-thinking, fiscally accountable and community informed design and development.

Develop and integrate technology to support business units and customer interactions.

Leverage community partnerships to provide a sustainable system of parks, open space, trails, and facilities that support community needs.





BUSINESS ADMINISTRATION & PLANNING

Work Plan Initiatives

Implement Newly Developed Strategic Plans and Support Collaborative Efforts with Partners

Interpret and implement strategic goals through well-developed, forward-thinking 6-year operational plans. Integrate capital and asset management planning with public and private partners.

Develop Community-Inspired, Sustainable Capital Projects to Support Future Generations

Fulfill commitments of the 2-year Capital Improvement Program (CIP) and refine capital priorities to inform the next capital bond measure. Integrate natural resources, green infrastructure, and climate action priorities into systemwide parks and facility planning.

Integrate Safety & Security Awareness Throughout District Planning & Operations

Identify and integrate public safety and security enhancements into the planning and operations of parks and facilities. Develop and implement a risk management approach that considers and aligns with each of the District's defined Core Values.

Strengthen Community Recognition of our Programs and Places

Implement a brand campaign to help strengthen awareness of our many places and programs and ensure favorable perception and support of our practices, processes and policies. Launch the Districtwide brand update to reflect our updated identity and implement through a multi-level approach including new signage guidelines.



BUSINESS ADMINISTRATION & PLANNING

Work Plan Initiatives

Sustain Public Trust through Timely and Transparent Communications and Performance Management Metrics

Ensure timely and transparent communications via Parks Tacoma channels and media relations emphasizing bond projects, partnerships and strategic priorities. Develop a system supporting evaluation and public reporting on Parks Tacoma's strategic progress to ensure the District successfully responds to community priorities.

Cultivate Community Connectivity and Elevate Cultural Awareness

Provide ongoing community engagement to create community connections and ensure community voice is reflected in decision-making processes. Nurture relationships to understand context and deliver culturally appropriate programs and services, projects, partnerships and strategic priorities.

Develop Transparent, Sustainable Financial Strategies and Systems

Work with public sector funding providers and our private sector partners across both program and capital areas to develop and implement sustainable funding strategies. Align procurement processes to implement policy, support staff, and provide equitable access to community vendors.

Foster a Healthy, Vibrant Work Environment

Roll out Cultural Values Initiative to staff, creating cohesive expectations and commitments to support staff in their work with community and positively affect all areas of Parks Tacoma's employment culture. Continue to provide IT systems that reflect Districtwide governance. Improve infrastructure to enhance security, provide essential resources for employees and deliver services to our community.



BUSINESS ADMINISTRATION & PLANNING

Staffing Summary

	2023-24 Budget	2024 Unbudgeted	2025	2026	2025-26 Budget
Director's Office	2.00	-	-	-	2.00
Directors Office Total	2.00	-	-	-	2.00
Capital Planning & Asset Management					
Chief Planning Officer	1.00	-	-	-	1.00
Capital Development & Major Maintenance	10.00	2.00	1.00	-	13.00
Long-Range & Strategic Planning	2.00	-	1.00	-	3.00
Sustainability & Asset Management	5.00	2.00	-	-	7.00
Capital Planning & Asset Mgmt Division Total	18.00	4.00	2.00	-	24.00
Finance & Business Operations					
Chief Financial & Administrative Officer	1.00	-	-	-	1.00
Budget & Finance Management	15.00	1.00	1.00	1.00	18.00
Human Resources & Risk & Safety	9.00	-	-	-	9.00
IT & Customer Relationship Mngmt	11.00	-	-	-	11.00
Finance & Business Operations Total	36.00	1.00	1.00	1.00	39.00
Marketing & Communications					
Chief Marketing & Communications Officer	1.00	-	-	-	1.00
Communication & Public Engagement	4.00	2.00	-	-	6.00
Marketing & Digital Media	2.00	-	-	-	2.00
Corporate Relations & Revenue Development	1.00	-	-	-	1.00
Marketing & Communications Total	8.00	2.00	-	-	10.00
Business Admin & Planning Department Total	64.00	7.00	3.00	1.00	75.00

BUSINESS ADMINISTRATION & PLANNING

General Fund Summary

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenue Source				
Property Tax	19,911,886	11,366,077	12,174,106	23,540,183
Sales Tax	-	-	-	-
Intergovt. Revenue	-	-	-	-
Grants	-	-	-	-
City of Tac Subsidy/Shared Costs	-	-	-	-
Donations - Private	-	-	-	-
Donations - Foundations	-	50,000	50,000	100,000
Earned Revenue	-	-	-	-
Miscellaneous Revenue	21,600	15,500	15,500	31,000
Transfers-In	1,065,524	806,615	814,433	1,621,048
Use of Fund Balance	-	2,017,078	1,866,542	3,883,620
Total Revenue	20,999,010	14,255,270	14,920,581	29,175,851
Expenditure Category				
Salaries & Benefits	13,127,221	8,776,389	9,429,001	18,205,390
Materials & Supplies	596,027	339,005	387,305	726,310
Services & Charges	7,275,162	5,062,876	5,027,275	10,090,151
Intergovernmental Charges	600	77,000	77,000	154,000
Capital Outlay	-	-	-	-
Total Expenditures	20,999,010	14,255,270	14,920,581	29,175,852

BUSINESS ADMINISTRATION & PLANNING

Capital Planning & Asset Management - Budget by Business Unit

	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Revenues by Business Unit				
Capital Development & Major Maintenance				
Property Tax Revenue	19,911,886	11,366,077	12,174,106	23,540,183
Donations - Foundation	-	50,000	50,000	100,000
Miscellaneous Revenue	21,600	15,500	15,500	31,000
Transfers In	1,065,524	806,615	814,433	1,621,048
Use of Fund Balance	-	2,017,078	1,866,542	3,883,620
Proceeds from Sales of Assets	-	-	-	-
Total Division Revenues	20,999,010	14,255,270	14,920,581	29,175,851
Expenditures by Business Unit				
Capital Development & Major Maintenance				
Salaries	1,552,633	1,101,002	1,165,218	2,266,220
Benefits	548,405	229,177	240,107	469,284
Materials and Supplies	41,820	69,600	37,700	107,300
Services & Charges	1,822,000	331,102	335,602	666,704
Intergovernmental Costs	6,662	10,000	10,000	20,000
Business Unit Total	3,971,520	1,740,881	1,788,627	3,529,508
Long Range & Strategic Planning*				
Salaries	-	303,353	321,046	624,399
Benefits	-	113,067	115,570	228,637
Materials and Supplies	-	16,550	16,550	33,100
Services & Charges	-	100,950	100,550	201,500
Business Unit Total	-	533,920	553,716	1,087,636
Sustainability & Asset Management*				
Salaries	-	722,143	764,262	1,486,405
Benefits	-	149,354	153,217	302,571
Materials and Supplies	-	17,500	14,500	32,000
Services & Charges	-	155,800	154,600	310,400
Intergovernmental Costs	-	15,000	15,000	30,000
Business Unit Total	-	1,059,797	1,101,579	2,161,376
Total Division Expenditures	3,971,520	3,334,598	3,443,922	6,778,520

Finance & Business Operations Division - Budget by Business Unit

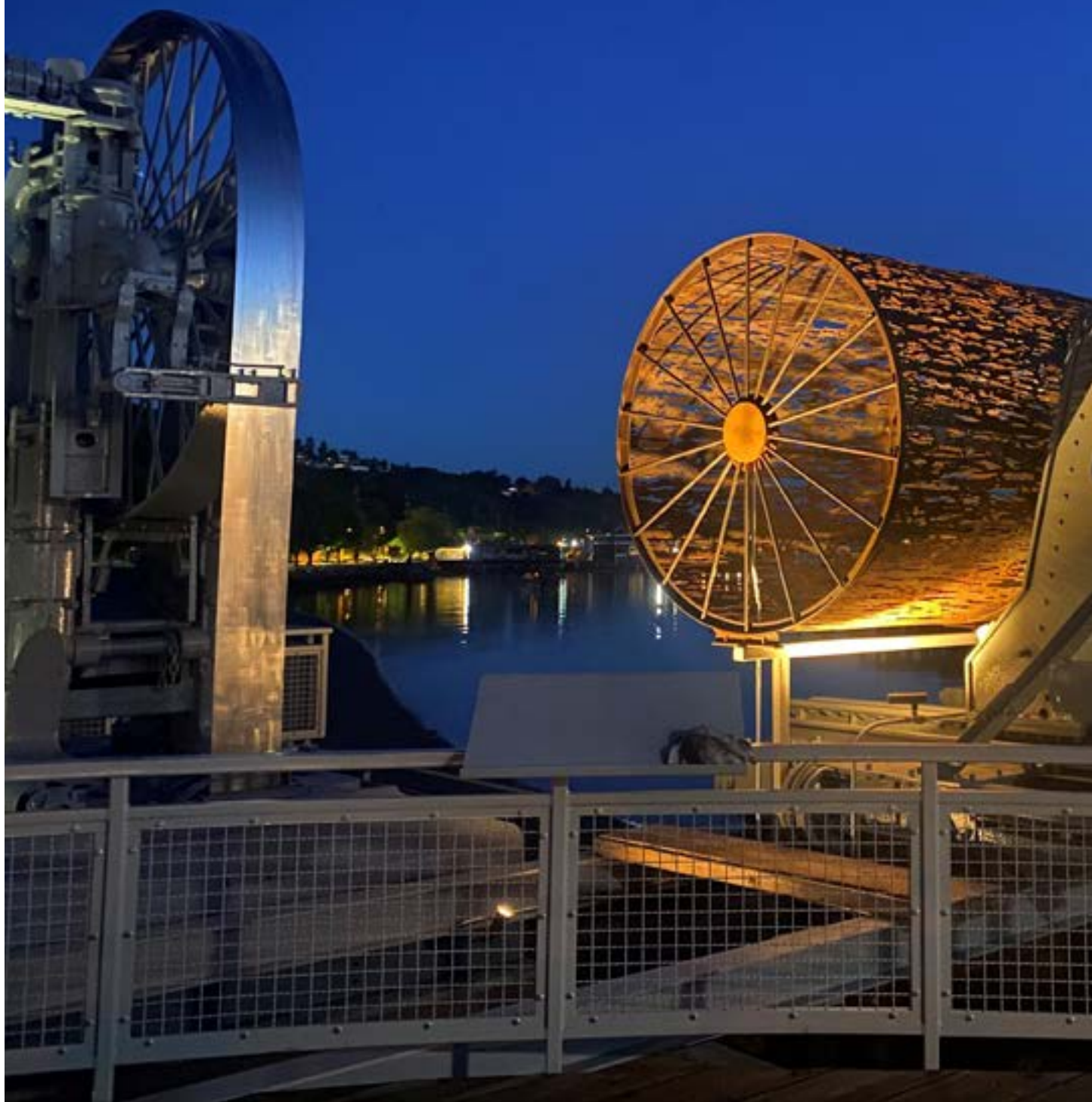
Expenditures by Business Unit	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Budget & Finance Management				
Salaries	2,601,635	1,620,052	1,798,005	3,418,057
Benefits	1,009,268	315,892	340,829	656,721
Materials and Supplies	33,000	36,650	35,150	71,800
Services & Charges	1,681,043	1,956,850	2,092,106	4,048,956
Intergovernmental Costs	600	2,000	2,000	4,000
Business Unit Total	5,325,546	3,931,444	4,268,090	8,199,534
Human Resources & Risk & Safety				
Salaries	2,033,658	1,115,915	1,181,001	2,296,916
Benefits	707,765	271,234	282,915	554,149
Materials and Supplies	54,700	37,000	36,000	73,000
Services & Charges	409,640	486,144	472,549	958,693
Business Unit Total	3,205,763	1,910,293	1,972,465	3,882,758
Information Technology & Customer Relationship Mngmt				
Salaries	1,998,223	1,228,608	1,300,266	2,528,874
Benefits	689,686	358,340	434,250	792,589
Materials and Supplies	356,000	78,100	167,400	245,500
Services & Charges	2,208,708	1,485,315	1,373,153	2,858,468
Business Unit Total	5,352,617	3,150,363	3,275,069	6,425,431
Total Division Expenditures	13,883,926	8,992,100	9,515,623	18,507,723

Marketing & Communications Division -Budget by Business Unit

Expenditures by Business Unit	2023-24 Budget	2025 Budget	2026 Budget	2025-26 Budget
Communications & Public Engagement				
Salaries	989,362	576,008	609,604	1,185,612
Benefits	365,502	166,639	202,420	369,059
Materials and Supplies	95,507	49,650	43,550	93,200
Services & Charges	460,186	261,115	248,415	509,530
Intergovernmental Costs	-	50,000	50,000	100,000
Business Unit Total	1,910,557	1,103,412	1,153,989	2,257,401
Corporate Relations & Resource Development*				
Salaries	-	116,500	123,295	239,795
Benefits	-	48,973	50,563	99,536
Materials and Supplies	-	4,000	4,000	8,000
Services & Charges	-	10,000	10,000	20,000
Business Unit Total	-	179,473	187,858	367,331
Marketing & Digital Media				
Salaries	328,863	221,852	234,791	456,643
Benefits	142,516	118,280	111,643	229,923
Materials and Supplies	15,000	29,955	32,455	62,410
Services & Charges	746,628	275,600	240,300	515,900
Business Unit Total	1,233,007	645,687	619,189	1,264,876
Total Division Expenditures	3,143,564	1,928,573	1,961,035	3,889,608

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Capital Improvement Program (CIP)



CAPITAL IMPROVEMENT PROGRAM DEVELOPMENT PROCESS

Evolution of Project Development, Grounded in Commitment to the Public

A significant portion of Parks Tacoma’s Capital Improvement Program funding derives from the 2014 voter-approved UTGO bond program. At \$198M, this is the largest single bond measure in the park district’s history.

Staff have worked diligently to successfully leverage these bond funds with grants, donations and private investments to increase the overall capital program by an additional 30% (+/-).

Investment under the 2014 bond program, scheduled to be complete in the next three years, has delivered a wide variety of projects for Tacoma’s park users.

Three large projects – the new Pacific Seas Aquarium, The Eastside Community Center and Waterfront Phase 1 / Dune Peninsula – were completed early in the bond program. Work remaining to be done, funded now by the final bond sale of \$40M under this program, will be focused largely within smaller community and neighborhood parks throughout the system and completion of Point Defiance Loop Trail Phase 2 improving safety for pedestrians and cyclists as they travel between destinations within the park.

As each individual project is scheduled to start, dialog is initiated with local neighborhoods through Parks Tacoma’s Outreach and Engagement Team to identify specific project preferences and details. As the needs and aspirations of communities evolve over time, it is important to honor voices of the past that may be reflected in adopted park master plans, while allowing for adjustments to be made in response to current needs.

The recently adopted Parks Tacoma System and Strategic Plan is a critical and timely source of information and guidance to manage project decision-making from a system-wide perspective. Through an 18-month community-driven process completed in the summer of

2024, this comprehensive plan culminated in a series of recommendations centered around four primary areas of emphasis:

- People - Cultural alignment
- Programs - Defining our core services and strategic collaborations
- Places - Parks and Recreation spaces are “Third Space” of choice after home and work
- Pathways - Mobilization for connectedness in community and the natural world

As these broader agency perspectives translate to the selection and placement of amenities and improvements at specific park locations, it is important to honor community voices past, present and future, and to make decisions with long-term sustainability objectives in mind. The thorough demands and lengthy timelines necessary for the success of this work can lead to community members perceiving processes as slow and, at times, frustrating. To address this, Parks Tacoma manages capital improvement projects in a deliberate, transparent and community-informed process to ensure that decisions are made in an equitable manner and that facilities built today will endure to serve community for generations.

With this in mind, it is important that planners keep our System and Strategic Plan, ADA Transition Plan, Climate Action Plan, and other policy documents at top of mind while working with community to imagine, deliver and manage our park system of the future.



2014 PARK/ZOO BOND CAPITAL PROJECTS

Neighborhood Parks, Natural Areas & Recreation Facilities

\$65.4 M

Community Parks

- Wapato Park
 - Norpoint Park
 - Jefferson Park
 - Lincoln Park
 - Franklin Park
 - Stewart Heights Park & Pool
- \$10.4 M**

Sports Complexes & Athletic Field Renovations

- South End Recreation & Adventure (SERA) Campus
 - Heidelberg Davis Athletic Campus
 - Peck Field
 - Athletic Complex Partnership Projects
 - Meadow Park Golf Course
- \$8 M**

Open Space, Trails & Natural Areas

- Environmental Greenspace
 - Garfield Park Natural Area
 - Wapato Hills Park Natural Area
 - Trails & Pedestrian System Partnerships
- \$6 M**

Community Centers

- Center at Norpoint
 - Eastside Community Center
 - Peoples Center/Tacoma Nature Center
- \$11 M**

Neighborhood Parks & Recreation Small Capital Improvements

\$14 M

Land Acquisition

\$3 M

System Efficiencies

- Technology Improvements
 - Centralized Maintenance Facility
 - Debt Retirement
- \$13 M**

Regional Parks & Attractions

\$67.2 M

Regional Parks

- Point Defiance Park
 - Swan Creek Park
 - Northwest Trek Wildlife Park
- \$47.7 M**

Waterfront Parks & Facilities

- Point Defiance Marina
 - Ruston Way Parks
 - Dune Peninsula at Point Defiance
 - Titlow Park
 - Dash Point Park
 - Thea Foss Waterway Parks
- \$13 M**

Historical & Cultural Landmarks

- Fort Nisqually Living History Museum
 - Point Defiance Lodge (Visitor Center) & Historic Picnic Shelters
 - Wright Park & Seymour Botanical Conservatory
- \$6.5 M**

Point Defiance Zoo & Aquarium

\$65.4 M

North Pacific Aquarium & Exhibits

- Pacific Seas Aquarium
 - South Pacific Aquarium
 - Rocky Shores Habitat
 - Critical Life-Support System Upgrades
- \$65.4 M**



2014 Capital Bond Status

November 2014 - September 30, 2024

Category/Amount	Capital Investment to date Bond	2025-2026 Recommended Projects	Remaining Bond Funds	Total
Neighborhood/\$65.4	\$37,587,358	\$18,095,804	\$7,151,260	\$62,834,422
Leveraged	\$27,217,855	\$9,018,061	\$-	\$36,235,916
TOTAL	\$64,805,213	\$27,113,865	\$7,151,260	\$99,070,338
Regional/\$67.2	\$61,551,127	\$10,720,572	\$-	\$72,271,699
Leveraged	\$54,333,781	\$14,436,085	\$-	\$68,769,866
TOTAL	\$115,884,907	\$25,156,657	\$-	\$141,041,564
PDZA/\$65.4	\$63,274,009	\$3,238,325	\$-	\$66,512,334
Leveraged	\$8,462,364	\$3,940,000	\$-	\$12,402,364
TOTAL	\$71,736,373	\$7,178,325	\$-	\$78,914,698
GRAND TOTAL	\$252,426,493	\$59,448,847	\$7,151,260	\$319,026,600

2025/2026 2-YEAR CAPITAL IMPROVEMENT PROGRAM

Near-Term Planning and Delivery of Park Improvement Projects for Long-Term Benefit

The timing, details and delivery of projects under the 2-year CIP are managed in a strategic manner to best align with available resources, program need and community interests. Projects are identified and work is scheduled in a logical progression of project planning, design, permitting, construction and activation to deliver projects in a timely and financially efficient manner.

Projects initiated during a particular budget year are prioritized based on criteria that, when met, provide support for moving forward as high-priority; those considerations may include a combination of the following:

- Consistency with 2014 UTGO Bond Program objectives
- Alignment with System and Strategic Plan priorities
- Funding supported by current grants and/or donations
- Funding supported by internal leveraging through Major Maintenance, Equity Emphasis and other operating funded programs
- Projects requiring preliminary feasibility/analysis to advance for future capital funding requests (Shovel-readiness for State/Federal program funding)
- Opportunities for multi-agency funding, support, programming and schedule alignment
- Ability to advance key Initiatives to achieve sustainability, access and System and Strategic Plan outcomes
- Projects that bolster other program areas such as public art, historical and cultural program management, youth athletic programs, etc.
- Projects that preserve critical infrastructure, extending the life of key assets and preemptively addressing imminent failure

The following are projects identified within the 2-year CIP and that meet one or more of the prioritization criteria:

Funding supported by current Grants and/or Donations

- Swan Creek Park - Probst property purchase and building demolition
- Fort Nisqually - Phase 1 Clerk's House
- Portland Avenue Park - Phase 1 improvements
- Stewart Heights Park - Skate Park Expansion
- Peck Community Sports Park Ph 2 - Multi-Use Field
- First Creek Park and Trailhead Improvements
- Verlo Park - Floorball & Multipurpose Court

Projects requiring preliminary feasibility/analysis to advance for future Capital Funding requests (Shovel-readiness for State/Federal program funding):

- Swan Creek Park - bicycle and pedestrian bridge
- Dash Point Pier improvements
- Titlow Park lagoon culvert and railroad trestle
- Fort Nisqually - Phase 2 Kitchen and Sales Shop
- People's Center redevelopment - feasibility study
- South End Community Center - feasibility study

Opportunities for Multi-Agency Funding, Support, Programming and Schedule Alignment

- Roosevelt Park improvements
- Community Schoolyards at Marcus Whitman, Larchmont, and Horace Mann Elementary Schools with Tacoma Public Schools and The Trust for Public Land
- Downtown skate park with City of Tacoma
- People's Center redevelopment feasibility study with City of Tacoma and the State
- Water Flume Trail Phases 3a and 3b with City of Tacoma
- Corridors and connections planning with City of Tacoma and The Trust for Public Land
- Joint-use Facility planning with Tacoma Public Schools and City of Tacoma

2025-2026 CAPITAL BUDGET SUMMARY

Plans for the next two years include investments of over \$7 million for Neighborhood and Community Parks, nearly \$2 million for Heritage and Landmark assets, and over \$16 million for Regional Parks.

2025-2026 Capital Fund Total Budget Summary

Major Category	Planned Funding Distribution		Biennium	
	2014 Bond	Foundations, Partnerships, Donations, Grants & Other	FY 2025	FY 2026
North Pacific Aquarium & Exhibits	\$3,238,325	\$3,940,000	\$3,677,000	\$3,501,325
Regional Parks	\$6,673,000	\$8,364,400	\$11,911,400	\$3,126,000
Waterfront Parks & Facilities	\$2,530,500	\$4,947,700	\$3,343,700	\$4,134,500
Historical & Cultural Landmarks	\$1,517,072	\$1,123,985	\$1,773,985	\$867,072
Community Parks	\$3,954,183	\$2,440,013	\$1,905,000	\$4,489,196
Neighborhood Parks & Recreation Small Capital Improvement	\$5,645,000	\$110,000	\$3,755,000	\$2,000,000
Sports Complexes & Athletic Field Renovations	\$1,362,183	\$2,328,798	\$1,898,798	\$1,792,183
Community Centers	\$682,608	\$1,044,000	\$400,000	\$1,326,608
Open Space, Trails, & Natural Areas	\$1,052,000	\$-	\$150,000	\$902,000
Land Acquisition	\$-	\$870,000	\$-	\$870,000
System Efficiencies	\$5,399,830	\$2,225,250	\$4,112,150	\$3,512,930
TOTAL	\$32,054,701	\$27,394,146	\$32,927,033	\$26,521,814
% Distribution of Planned Funding	53.9%	46.1%	Biennium Total	\$59,448,847

Table illustrates the combined funding sources for the 2-Year CIP by bond subcategory and includes all project funding from bonds, grants, operating and donations.

2025-2026 CIP: 2-YEAR CAPITAL IMPROVEMENT PROGRAM

	Fiscal Year 2025	Fiscal Year 2026	Biennium Total
POINT DEFIANCE ZOO & AQUARIUM			
North Pacific Aquarium & Exhibits	\$3,677,000	\$3,501,325	\$7,178,325
TOTAL: POINT DEFIANCE ZOO & AQUARIUM	\$3,677,000	\$3,501,325	\$7,178,325
REGIONAL PARKS & ATTRACTIONS			
Regional Parks	\$11,911,400	\$3,126,000	\$15,037,400
Districtwide	\$-	\$533,000	\$533,000
Northwest Trek Wildlife Park	\$3,607,000	\$1,075,000	\$4,682,000
Point Defiance Park	\$7,098,600	\$1,350,000	\$8,448,600
Swan Creek Park	\$1,205,800	\$168,000	\$1,373,800
Waterfront Parks & Facilities	\$3,343,700	\$4,134,500	\$7,478,200
Districtwide	\$-	\$234,500	\$234,500
Dash Point Pier	\$420,000	\$-	\$420,000
Thea Foss Waterway Parks	\$50,000	\$-	\$50,000
Point Defiance Park	\$582,000	\$-	\$582,000
Titlow Park	\$2,291,700	\$3,900,000	\$6,191,700
Historical & Cultural Landmarks	\$1,773,985	\$867,072	\$2,641,057
Fort Nisqually Living History Museum	\$1,673,985	\$767,072	\$2,441,057
Point Defiance Park	\$100,000	\$100,000	\$200,000
TOTAL: REGIONAL PARKS & ATTRACTIONS	\$17,029,085	\$8,127,572	\$25,156,657
NEIGHBORHOOD PARKS, NATURAL AREAS & RECREATION FACILITIES			
Community Parks	\$1,905,000	\$4,489,196	\$6,394,196
Franklin Park	\$-	\$150,000	\$150,000
Jefferson Park	\$275,000	\$300,000	\$575,000
Lincoln Eldridge Park	\$200,000	\$350,000	\$550,000
Norpoint Park	\$-	\$150,000	\$150,000
Portland Ave Park	\$500,000	\$2,628,196	\$3,128,196
Stewart Heights Park	\$880,000	\$500,000	\$1,380,000
Wapato Park	\$50,000	\$411,000	\$461,000
Neighborhood Parks & Recreation Small Capital Improvement	\$3,755,000	\$2,000,000	\$5,755,000
Districtwide	\$500,000	\$1,600,000	\$2,100,000
Alderwood Park	\$350,000	\$-	\$350,000
Cloverdale Park	\$500,000	\$-	\$500,000
Ferry Park	\$350,000	\$-	\$350,000
Lincoln Heights Park	\$-	\$100,000	\$100,000
North Slope Historic Park	\$175,000	\$-	\$175,000

2025-2026 CIP: 2-YEAR CAPITAL PLAN

	Fiscal Year 2025	Fiscal Year 2026	Biennium Total
Oakland-Madrona Park	\$400,000	\$100,000	\$500,000
People's Park	\$20,000	\$-	\$20,000
Roosevelt Park	\$-	\$100,000	\$100,000
Sheridan Park	\$-	\$100,000	\$100,000
TPL Green Schoolyards	\$1,250,000	\$-	\$1,250,000
Verlo Park	\$210,000	\$-	\$210,000
Sports Complexes & Athletic Field Renovations	\$1,898,798	\$1,792,183	\$3,690,981
Downtown Skate Park	\$-	\$250,000	\$250,000
Meadow Park Golf Course	\$200,000	\$200,000	\$400,000
Peck Fields	\$1,698,798	\$1,342,183	\$3,040,981
Community Centers	\$400,000	\$1,326,608	\$1,726,608
Districtwide	\$-	\$682,608	\$682,608
Norpoint Community Center	\$150,000	\$100,000	\$250,000
People's Center	\$100,000	\$300,000	\$400,000
South End Community Center	\$50,000	\$144,000	\$194,000
STAR Center	\$100,000	\$100,000	\$200,000
Open Space, Trails, & Natural Areas	\$150,000	\$902,000	\$1,052,000
Districtwide	\$-	\$400,000	\$400,000
Ryan's Park	\$150,000	\$250,000	\$400,000
Tacoma Water Flume Line Trail	\$-	\$252,000	\$252,000
Land Acquisition	\$-	\$870,000	\$870,000
SERA Land Acquisition	\$-	\$870,000	\$870,000
System Efficiencies	\$2,425,000	\$2,086,731	\$4,511,731
Districtwide	\$1,875,000	\$2,086,731	\$3,961,731
Joint Operations Facility - MPT and TPS	\$500,000	\$-	\$500,000
MPT Headquarters - Facility Upgrades Phase 2 Legacy Wall	\$50,000	\$-	\$50,000
Districtwide	\$1,687,150	\$1,426,199	\$3,113,349
Asset Management System Implementation	\$50,000	\$-	\$50,000
1% FOR ART	\$108,000	\$90,000	\$198,000
Public Art Reaching Community (PARC)	\$52,500	\$60,000	\$112,500
Districtwide Maintenance	\$671,650	\$553,600	\$1,225,250
Districtwide Planning Efforts	\$500,000	\$500,000	\$1,000,000
Districtwide Technology	\$305,000	\$222,599	\$527,599
TOTAL: NEIGHBORHOOD PARKS, NATURAL AREAS & RECREATION FACILITIES	\$12,220,948	\$14,892,917	\$27,113,865
2-YEAR CIP GRAND TOTAL	\$32,927,033	\$26,521,814	\$59,448,847

SUMMARY OF 2025-2030 CAPITAL IMPROVEMENT PLAN

Metro Parks policy calls for the adoption of a 6-Year CIP every biennium, and the 2035-2030 CIP outlines in general terms the capital program as currently understood. In addition to the drivers noted in the section above, for 2025-2030 and expend the balance of that fund. The 6-Year CIP also illustrates a significant investment of Parks and ZEED Operating Funds for small capital projects through their various Enterprise and Major Maintenance budgets.

The current 6-Year plan illustrates the continued focus on neighborhood and community parks in underserved areas, primarily the Southeast, Southwest and Central planning areas while preserving flexibility to fulfill commitments to partners and respond to community needs as they arise.

The priority is to continue to make progress on equity investment projects and to work to improve park sites in

historically underserved neighborhoods. Over \$18.9 million across six years of the plan is budgeted for neighborhood and community parks.

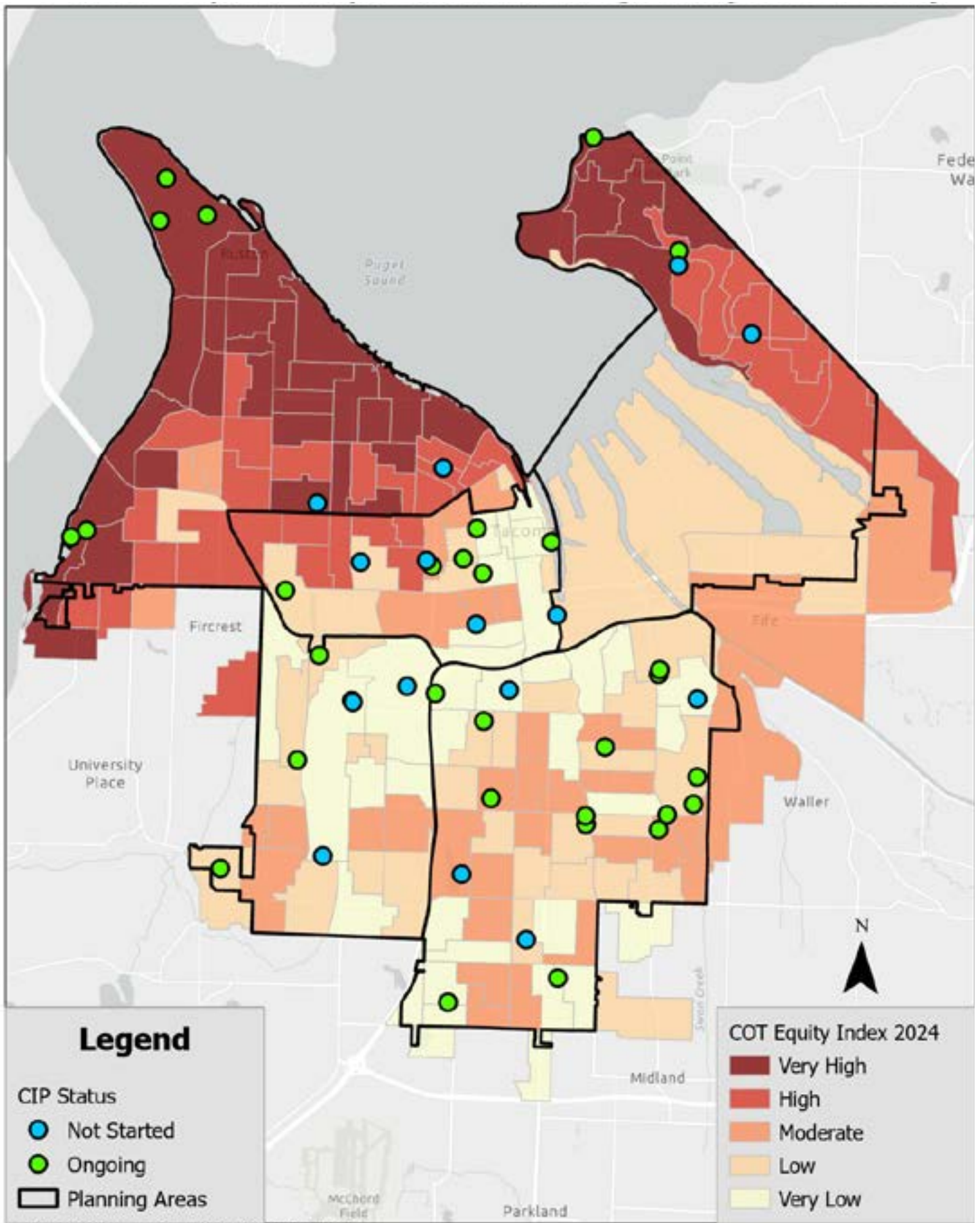
While the 2014 bond program winds down over the next two to three years, work has begun on the planning of a future bond program to bring the next generation of park improvements to the Tacoma community. Though the details of that program are in preliminary planning stages, the projects will follow the course set through the District's long-range and strategic planning and informed by ongoing dialog with the community to envision the park system of the future.

The table below shows the 2025-2030 CIP with anticipated budget amounts by year for major project subcategories.

6-Year Capital Improvement Program 2025-2030

Major Category	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total
North Pacific Aquarium & Exhibits	\$3,677,000	\$3,501,325	\$4,120,000	\$345,000	\$250,000	\$250,000	\$12,143,325
Regional Parks	\$11,911,400	\$3,126,000	\$625,000	\$2,850,000	\$3,000,000	\$-	\$21,512,400
Waterfront Parks & Facilities	\$3,343,700	\$4,134,500	\$1,000,000	\$-	\$-	\$-	\$8,478,200
Historical & Cultural Landmarks	\$1,773,985	\$867,072	\$-	\$-	\$-	\$-	\$2,641,057
Community Parks	\$1,905,000	\$4,489,196	\$2,309,344	\$-	\$-	\$-	\$8,703,540
Neighborhood Parks & Recreation							
Small Capital Improvement	\$3,755,000	\$2,000,000	\$1,942,674	\$-	\$-	\$-	\$7,697,674
Sports Complexes & Athletic Field Renovations	\$1,898,798	\$1,792,183	\$1,692,183	\$-	\$-	\$-	\$5,383,164
Community Centers	\$400,000	\$1,326,608	\$-	\$-	\$-	\$-	\$1,726,608
Open Space, Trails, & Natural Areas	\$150,000	\$902,000	\$422,059	\$-	\$-	\$-	\$1,474,059
Land Acquisition	\$-	\$870,000	\$-	\$-	\$-	\$-	\$870,000
System Efficiencies	\$4,112,150	\$3,512,930	\$12,735,000	\$11,000,000	\$11,000,000	\$11,000,000	\$53,360,080
TOTAL	\$32,927,033	\$26,521,814	\$14,195,000	\$14,250,000	\$11,250,000		\$123,990,107
% Distribution of Planned Funding	26.6%	21.4%	20.0%	11.4%	11.5%	9.1%	

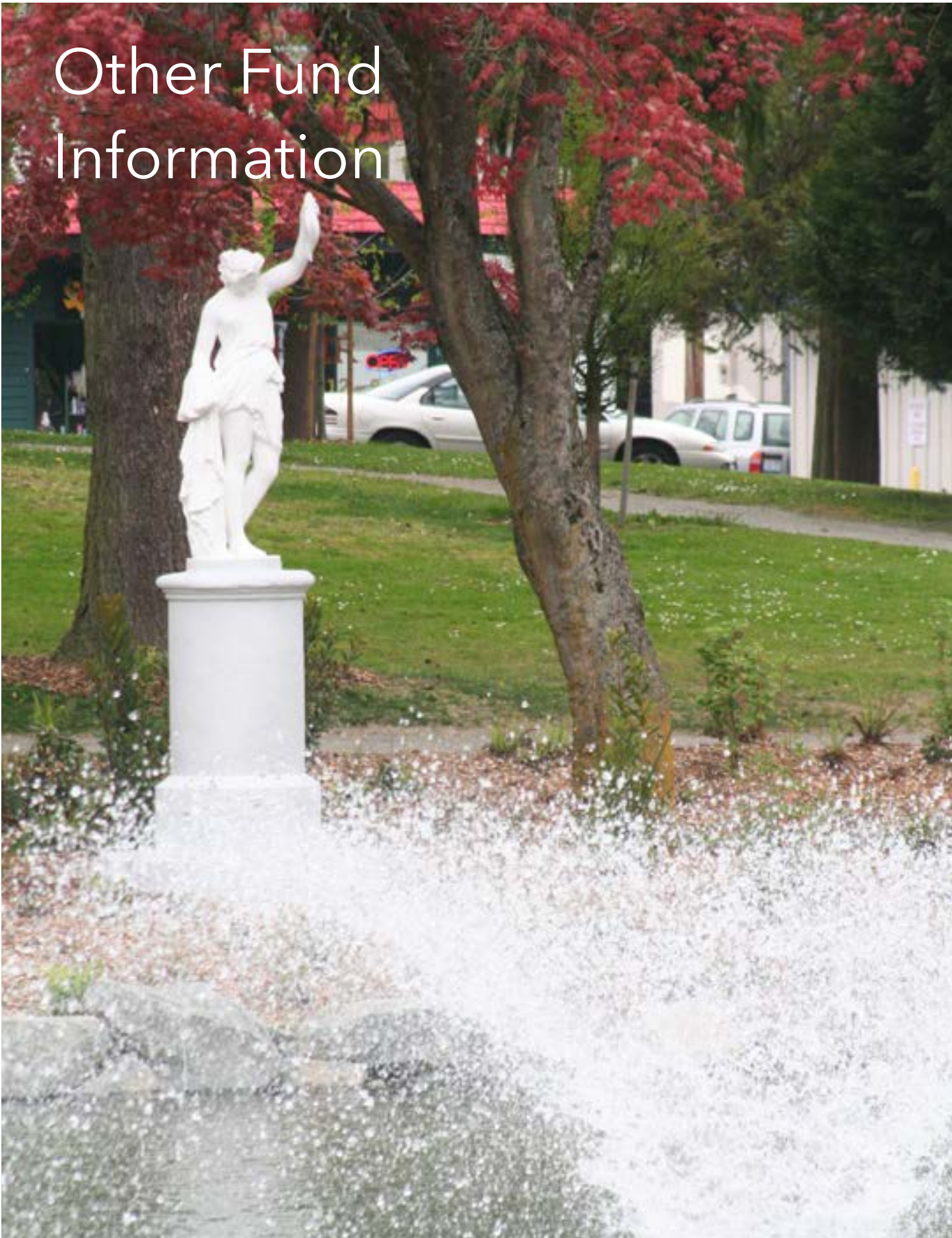
MAP 6-YEAR CAPITAL IMPROVEMENT PROGRAM 2025-2030



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Other Fund Information



DEBT SERVICE FUNDS

Debt Service funds are used to manage bond principal and interest payment obligations for governmental funds. This excludes Metro Parks bonded debt issued for enterprise funds, which are accounted for within those funds.

For 2025-2026 there are eight (8) Unlimited Tax General Obligation (UTGO) bonds. These are bonds that are paid for with an excess property tax levy approved by the voters.

The following table shows the combined 2025-2026 activities for each of the bond issues:

2025-2026 Unlimited Tax General Obligation Bond Debt Service Summary

	Final Maturity	Outstanding Balance as of Jan. 1, 2025	2025 Principal Payments	2026 Principal Payments	2025-2026 Total Principal Payments	Outstanding Balance as of Dec. 31, 2026
Unlimited Tax General Obligation (UTGO) Bonds						
Unlimited Tax GO Ref. Bonds, 2012A	12/1/25	\$1,000,000	\$1,000,000	\$-	\$1,000,000	\$-
Unlimited Tax GO Bonds, 2014A	12/1/34	\$11,375,000	\$3,280,000	\$-	\$3,280,000	\$8,095,000
Unlimited Tax GO Ref. Bonds, 2014B	12/1/25	\$3,030,000	\$3,030,000	\$-	\$3,030,000	\$-
Unlimited Tax GO Ref. Bonds, 2015	12/1/25	\$2,360,000	\$2,360,000	\$-	\$2,360,000	\$-
Unlimited Tax GO & Ref. Bonds, 2016	12/1/36	\$45,920,000	\$2,050,000	\$3,525,000	\$5,575,000	\$40,345,000
Unlimited Tax GO Bonds, 2018	12/1/37	\$20,570,000	\$2,135,000	\$3,200,000	\$5,335,000	\$15,235,000
Unlimited Tax GO Ref. Bonds, 2019	12/1/30	\$22,870,000	\$-	\$3,460,000	\$3,460,000	\$19,410,000
Unlimited Tax GO Bonds, 2024	12/1/43	\$32,405,000	\$-	\$4,275,000	\$4,275,000	\$28,130,000
TOTAL UTGO		\$139,530,000	\$13,855,000	\$14,460,000	\$28,315,000	\$111,215,000

UNLIMITED TAX GENERAL OBLIGATIONS

Biennial principal and interest due for each issue through maturity 2021-38

2025-2026 Debt Service Principle & Interest

Issue		Principal & Interest Year 1	Principal & Interest Year 2	Biennium Total
2037-2038:	2018 UTGO	5,360,250	-	5,360,250
	2024 UTGO	3,463,750	1,385,000	4,848,750
	SubTotal	8,824,000	1,385,000	10,209,000
2039-2040:	2024 UTGO	1,857,000	1,854,250	3,711,250
	SubTotal	1,857,000	1,854,250	3,711,250
2041-2042:	2024 UTGO	1,858,000	1,857,750	3,715,750
	SubTotal	1,858,000	1,857,750	3,715,750
2043-2044:	2024 UTGO	1,770,000	-	1,770,000
	SubTotal	1,770,000	-	1,770,000

UNLIMITED TAX GENERAL OBLIGATIONS

Biennial principal and interest due for each issue through maturity

Unlimited Tax General Obligation Debt Service Fund - 2025 Debt Payment Activity

2012 UTGO Debt Service Fund		2016 UTGO Debt Service Fund	
REVENUE:		REVENUE:	
Property Taxes	\$1,030,000	Property Taxes	\$4,071,000
EXPENDITURES:		EXPENDITURES:	
Principal	1,000,000	Principal	2,050,000
Interest	30,000	Interest	2,021,000
Total	\$1,030,000	Total	\$4,071,000

2014A UTGO Debt Service Fund		2018 UTGO Debt Service Fund	
REVENUE:		REVENUE:	
Property Taxes	\$3,727,325	Property Taxes	\$3,141,400
EXPENDITURES:		EXPENDITURES:	
Principal	3,280,000	Principal	2,135,000
Interest	447,325	Interest	1,006,400
Total	\$3,727,325	Total	\$3,141,400

2014B UTGO Debt Service Fund		2019 UTGO Debt Service Fund	
REVENUE:		REVENUE:	
Property Taxes	\$3,181,500	Property Taxes	\$914,800
EXPENDITURES:		EXPENDITURES:	
Principal	3,030,000	Principal	-
Interest	151,500	Interest	914,800
Total	\$3,181,500	Total	\$914,800

2015 UTGO Debt Service Fund		2024 UTGO Debt Service Fund	
REVENUE:		REVENUE:	
Property Taxes	\$2,478,000	Property Taxes	\$1,620,250
EXPENDITURES:		EXPENDITURES:	
Principal	2,360,000	Principal	-
Interest	118,000	Interest	1,620,250
Total	\$2,478,000	Total	\$1,620,250

Total Revenue Needed	\$20,164,275
Total Expenses	\$20,164,275

INTERNAL SERVICE FUNDS 2023-2024 EQUIPMENT RENTAL FUND ACTIVITY

The Equipment Rental Fund manages debt service using a line of credit financing plan for the purchase of vehicles. This fund uses the service charge the departments pay in order to accumulate resources enough to purchase replacement vehicles in the future. It also manages scheduled vehicle replacement as needed.

In 2000 and 2002, bank loans in the form of lines of credit were initiated to purchase equipment. Starting in 2007, the program established vehicle replacement schedule utilizing the State LOCAL borrowing program to fund equipment purchases. The fund became self-sustaining in 2014.

Departments pay back the loans monthly, some with a surcharge. The repayment is identified as revenue in this fund. Vehicle purchases as well as repayment of any principal and interest to the lenders are identified as expenses.

Internal Service Fund - Equipment Rental Fund

	2021 Actuals	2022 Actuals	2023 Budget	2023 Actuals	2024 Budget	2024 Projected	2025 Budget	2026 Budget	2025-26 Budget
Operating Revenues									
Equipment Leases	216,788	193,136	325,557	-	399,456	637,980	395,000	395,000	790,000
Proceeds - Sale of Capital Assets	-	-	-	40,000	-	-	-	-	-
Total Operating Revenues	216,788	193,136	325,557	40,000	399,456	637,980	395,000	395,000	790,000
Operating Expenditures									
Machinery & Equipment Purchase	188,089	718,832	337,500	198,441	653,500	223,522	430,500	359,500	790,000
Bond Principal Payments	-	-	-	-	-	-	-	-	-
External Debt Interest Expense	-	-	-	-	-	-	-	-	-
Total Operating Expenditures	188,089	718,832	337,500	198,441	653,500	223,522	430,500	359,500	790,000
Operating Income (Loss)	28,699	(525,696)	(11,943)	(158,441)	(254,044)	414,458	(35,500)	35,500	-
Fund Balance - Beginning of Year	1,266,901	1,295,000	767,238	769,904	755,295	611,463	1,025,921	990,421	1,025,921
Fund Balance - End of Year	1,295,600	769,904	755,295	611,463	501,251	1,025,921	990,421	1,025,921	1,025,921

2025-2026 MEDICAL INSURANCE FUND ACTIVITY

The Medical Insurance Fund was established in January 2014 to account for revenue (premiums) and expense (claims and administrative costs) related to the Metro Parks self-insured medical program. The working capital (reserve) amount must meet benchmarks agreed to with the State at the end of the first and second years.

Internal Service Fund - Medical Self Insurance Fund

	2021 Actuals	2022 Actuals	2023 Budget	2023 Actuals
Operating Revenues				
Insurance Premiums	4,134,638.41	4,605,967.00	5,624,000.00	5,140,082.00
Other Misc. Revenue	-	-	-	-
Total Operating Revenues	4,134,638.41	4,605,967.00	5,624,000.00	5,140,082.00
Operating Expenditures				
Medical Claims & Settlements	2,279,905.64	2,341,588.00	4,500,000.00	3,389,718.00
Professional Services	18,716.97	16,535.00	25,000.00	22,380.00
Self Insurance Admin Fees	441,909.17	545,773.00	600,000.00	452,703.00
Stop Loss Coverage - Medical	506,459.46	511,338.00	600,000.00	539,936.00
Total Operating Expenditures	3,246,991.24	3,415,234.00	5,725,000.00	4,404,737.00
Operating Income (Loss)	887,647.17	1,190,733.00	(101,000.00)	735,345.00
Fund Balance - Beginning of Year	3,280,875.00	4,168,522.17	4,168,522.17	5,359,255.17
Fund Balance - End of Year	4,168,522.17	5,359,255.17	4,067,522.17	6,094,600.17

2025-2026 PROPERTY & LIABILITY INSURANCE FUND ACTIVITY

The Property & Liability Insurance Fund was established in January 2014 to provide a dedicated reserve fund for insurance claims the district is obligated to pay that are subject to the insurance policy deductible amounts. Revenue goes into the fund from department premium charges, while deductible expense claims are paid out of the fund.

Internal Service Fund - Property & Liability Insurance Fund

	2021 Actuals	2022 Actuals	2023 Budget	2023 Actuals	2024 Budget	2024 Projected	2025 Budget	2026 Budget	2025-26 Budget
Operating Revenues									
Insurance Premiums	72,158	185,414	60,000	-	60,000	60,000	60,000	65,500	125,500
Judgements & Settlements	150	-	-	6,110	-	-	-	-	-
Total Operating Revenues	72,308	185,414	60,000	6,110	60,000	60,000	60,000	65,500	125,500
Operating Expenditures									
Liability & Property Insurance	10,599	20,680	-	-	-	-	-	-	-
Claims & Settlements	37,360	56,165	60,000	5,581	60,000	76,188	60,000	65,500	125,500
Total Operating Expenditures	47,959	76,845	60,000	5,581	60,000	76,188	60,000	65,500	125,500
Operating Income (Loss)	24,349	108,569	-	529	-	(16,188)	-	-	-
Fund Balance - Beginning of Year	152,978	177,327	338,046	285,896	338,046	286,425	270,237	270,237	270,237
Fund Balance - End of Year	177,327	285,896	338,046	286,425	338,046	270,237	270,237	270,237	270,237

2025-2026 2025-2026 MEDICAL INSURANCE FUND ACTIVITY (continued)

	2024 Budget	2024 Projected	2025 Budget	2026 Budget	2025-26 Budget
Operating Revenues					
Insurance Premiums	5,945,000.00	5,390,244.19	5,873,685.39	6,343,580.22	12,217,265.61
Other Misc. Revenue	-	-	-	-	-
Total Operating Revenues	5,945,000.00	5,390,244.19	5,873,685.39	6,343,580.22	12,217,265.61
Operating Expenditures					
Medical Claims & Settlements	4,750,000.00	4,155,675.00	4,560,853.31	5,005,536.51	9,566,389.82
Professional Services	25,000.00	20,250.00	21,870.00	23,619.60	45,489.60
Self Insurance Admin Fees	625,000.00	575,000.00	592,250.00	610,017.50	1,202,267.50
Stop Loss Coverage - Medical	625,000.00	621,474.36	682,068.11	748,569.75	1,430,637.86
Total Operating Expenditures	6,025,000.00	5,372,399.36	5,857,041.42	6,387,743.36	12,244,784.78
Operating Income (Loss)	(80,000.00)	17,844.83	16,643.97	(44,163.14)	(27,519.17)
Fund Balance - Beginning of Year	4,067,522.17	6,094,600.17	6,112,445.00	6,129,088.97	6,112,445.00
Fund Balance - End of Year	3,987,522.17	6,112,445.00	6,129,088.97	6,084,925.83	6,084,925.83

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General Information

GOVERNMENT STRUCTURE

Metro Parks is governed by a Board of Park Commissioners whose members are elected by the people to six-year terms. The Board meets regularly on the 2nd and 4th Monday of each month at 6:00 p.m. The Board appoints a Chief Executive Officer (Executive Director) to administer the programs of Metro Parks Tacoma.

Board of Park Commissioners

		Expiration of Term
Andrea Smith	President	December 31, 2029
Aaron Pointer	Clerk	December 31, 2025
Tim Reid	Commissioner	December 31, 2025
Rosie Ayala	Commissioner	December 31, 2027
Matt Mauer	Commissioner	December 31, 2029

Executive Leadership

Shon Sylvia	Executive Director
Jennifer Bowman	Executive & Board Administrative Assistant
Mark Knowlden	Interim Parks & Recreation Director
Hollie Rogge	Deputy Director, Community Parks & Recreation Programs
Joe Brady	Deputy Director, Regional Parks & Attractions
Alan Varsik	Director of Zoological & Environmental Education
Rick Dietz	Deputy Director, Northwest Trek Wildlife Park
Sarah Oliver	Deputy Director, Point Defiance Zoo & Aquarium
Deborah Russell	Director of Business Administration & Planning
Tania Wink	Chief Financial & Administrative Officer
Marty Stump	Chief Planning Officer
Sandra Eliason	Chief Communications & Marketing Officer
Norinda Rosario Yancey	Equity Officer
Hunter George	Policy & Government Affairs Officer

Legal Services

Roberts, Johns & Hemphill, PLLC	General Counsel, Contracts, Environmental Law
Summit Law Group, PLLC	Personnel and Labor Relations
Pacifica Law Group	Bond Counsel

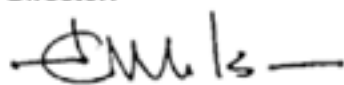
Park Board Appointed Advisory Councils

Arts & Heritage	Active Lifestyles & Community Wellness
Nature & Environment	Business & Responsive Agency

Other Support Groups/Foundation

Zoo/Trek Authority	Fort Nisqually Foundation
The Zoo Society	Northwest Trek Foundation
Tacoma Parks Foundation	W.W. Seymour Botanical Conservatory Foundation

COMPREHENSIVE FINANCIAL MANAGEMENT POLICY

Policy No.: 100.011	Resolution No.: RR104-22	Date Approved: 12/12/22	Supersedes the following Resolutions & Policies: RR94-05
Date procedures adopted by the Executive Director: 7/24/07		Procedure revision date:	Procedures approved by the Executive Director: 

POLICY: (Approved by the Board of Park Commissioners.)

Purpose: The Metropolitan Park District of Tacoma (Metro Parks Tacoma) is accountable to its citizens for its use of public dollars. The establishment and maintenance of wise financial policies enables Metro Parks Tacoma's officials to protect public interest and ensure public trust.

This Comprehensive Financial Management Policy incorporates past financial practices in defining the current policies to be used by Metro Parks Tacoma to meet its immediate and long term service goals and operate in a financially prudent manner. The individual policies contained herein serve as general guidelines for both the financial planning and internal financial management of Metro Parks Tacoma.

Comprehensive Financial Management Policy Outline:

- I. Purpose
- II. Policy Objectives
- III. Financial Planning Policy
- IV. General Budget Policy
- V. Capital Improvement Planning & Budgeting Policy
- VI. Cash Policy
- VII. Expenditure Policy
- VIII. Revenue Policy
- IX. Investment Policy
- X. Accounting, Auditing, & Financial Reporting Policy
- XI. Debt Management Policy
- XII. Current Budget Resolution
- XIII. Policy Changes

Policy Requirements:

Section I. The Board of Park Commissioners is charged with establishing the policy direction for Metro Parks Tacoma under Washington State law. Sound business practice and good government dictates that the Board establishes policies regarding the fiscal activities of Metro Parks Tacoma in accordance with applicable local, state, and federal laws and regulations.

Section II. The objectives of the Comprehensive Financial Management Policy are as follows:

- A. To guide the Board of Park Commissioners and management policy decisions having significant fiscal impact.
- B. To set forth operating principles to minimize the cost of government and financial risk.
- C. To employ balanced and fair revenue policies to provide adequate funding for desired programs.
- D. To maintain appropriate financial capacity for bonded indebtedness for present and future needs.
- E. To promote sound financial management by providing accurate and timely information on Metro Parks Tacoma's financial condition.
- F. To protect Metro Parks Tacoma's credit rating and provide for adequate resources to meet the provisions of Metro Parks Tacoma's debt obligations.
- G. To ensure the authorized and legal use of financial resources through an effective system of internal controls.
- H. To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.

Section III.

Financial Planning Policy. Metro Parks Tacoma (MPT) shall develop and update biennially a financial forecast for the General Fund and Enterprise funds that estimates fund resources and uses for the three biennia beyond the current biennium. This forecast will provide MPT's decision makers with an indication of the long-term fiscal impact of current policies and budget decisions. It is the goal of MPT to achieve a strong financial condition with the ability to:

- Adjust to local and regional economic impacts
 - Adjust efficiently to the community's changing service requirements
 - Effectively maintain and improve MPT's infrastructure
- A. To this end, the forecast should differentiate between revenue associated with one-time economic activities and revenues derived as a result of base economic growth. MPT financial planning should ensure the delivery of core services by assuring adequate reliance on ongoing resources in order to support continued MPT services during economic downturns.
 - B. The financial planning and subsequent budgeting for all funds will be based on the following principles:
 1. Revenues should be budgeted in a conservative manner that allows for the greatest probability of collection. Expenditures should be budgeted to include all normally foreseeable costs.
 2. Revenues should be forecast to consider comparable market rate factors, competition from other service providers, and will exclude one time resources. The expenditure forecast should include inflationary projections, and should include use of resources available from the state forecasting as well as economic forecasting available for Pierce County.

Section IV.

General Budget Policy.

A. Budget Development Policies

1. These comprehensive financial management policies will be updated during each biennial budget cycle.
2. MPT will adopt a 24-month balanced budget. The balanced budget means budgeted expenditures will not exceed the estimated available resources of beginning fund balance plus new revenues for the budget period. Although revenue estimates are made only at the fund level, expenditure budgets are prepared at the department level for the purpose of administrative control. The adopted budget is for a 24-month fiscal period with annual financial reporting against the entire biennial budget.
3. The intent of the budget is that one-time as well as routine expenditures be financed with current resources.

4. The MPT budget will be developed with consideration given first to ongoing mission-led programs before adding new programs.
 5. MPT will conduct public hearings to request public input to the budget process.
 6. New proposals for ongoing services must be economically feasible, that is, revenue funding sources must be identified to cover continued maintenance and operations support.
 7. Reinvestment in capital assets is a necessity to a going concern. Budget consideration must be given to the varying life cycles of assets and therefore must include major repair and replacement of capital assets.
 8. The budget includes all anticipated resources and outlays for the biennium, including those funds for which appropriated budgets are not required. The budget will include estimates of the biennial portion of the continuing appropriations.
- B. Reserve Levels. Adequate reserve levels are a necessary component of MPT's overall financial management strategy and a key factor in measuring MPT's financial strength.
1. MPT will strive to maintain a fund balance sufficient to meet its seasonal cash flow needs and allow for unexpected expenditures and/or revenue declines. A target of not less than 5% nor more than 10% of general fund biennial expenditures will be designated as fund balance for cash flow related to the cyclical nature of some revenues, such as property tax receipts. To reduce the fund balance to less than 5% or to increase it above 10% shall require a super-majority approval of the entire Board of Park Commissioners.
- C. Basis of Budgeting. It is the intent of MPT to budget each fund on the basis of accounting used for financial reporting, full accrual or modified accrual.
1. In full accrual, revenues are budgeted when expected to be earned, expenses are budgeted when the related liability is expected to be incurred.
 2. In modified accrual, revenues are budgeted in the period in which they are anticipated to be both measurable and available to finance expenditures of the fiscal period. "Available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are budgeted when the related liability is expected to be incurred.
- D. Budget Amendments & Adjustments. The budget may be adjusted or amended during the biennium in order to address unanticipated needs, emergencies, or changes in work plan. Adjustments or amendments will occur through a process coordinated by Management & Budget.
1. Adjustments. The budget is adopted at the fund level with allocations made for administrative control. Reallocation of existing appropriations does not change the budget "bottom line." From time to time there may be a need to shift allocations between line items, programs or even departments. If a category requires additional budget authority to cover unanticipated or increased costs, departments are encouraged to determine if a reallocation can be made from existing appropriation authority. As long as the total fund budget is not changed, the adjustment can be done administratively using the following procedures:
 - a. Adjustments between line items in a program can be authorized by the department director (ex: between Supplies and Advertising).
 - b. Adjustments between divisions within a department can be authorized by the department director if under \$35,000, and authorized by the executive director if over \$35,000 (ex: between Aquatics and Adult Athletics).
 - c. Adjustments between departments in a fund can be authorized by the executive director (ex: between Point Defiance Zoo & Aquarium and Northwest Trek, or between Management & Budget and Recreation & Community Services).
 - d. Adjustments between funds require Board approval.

2. Amendments. Formal amendment of the budget is required when a fund's total budget changes. The change can either be when existing budget authority is moved between funds or when new budget authority is needed, such as MPT receiving additional grant funding. The amendment is done by Board-approved resolution and amends the expenditure appropriation and the related funding source.

- Section V. Capital Improvement Planning and Budgeting Policy. Capital improvement planning and budgeting policies will be accomplished by a separate policy adopted by the Board of Park Commissioners.
- Section VI. Cash Policy.
- A. The department of Management & Budget will develop, maintain, and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security of all cash assets. Management & Budget will periodically update written cash handling procedures and distribute them to all departments.
 - B. Ongoing operations are funded from ongoing revenues. Accounting funds experiencing temporary cash deficits may obtain Board-approved interfund loans at interest rates determined by current outside investments.
- Section VII. Expenditure Policy.
- A. The Management and Budget Department will maintain a system for monitoring MPT's budget performance. This system will provide the Board with quarterly financial information at the fund level, and will provide the Executive Director and department directors with monthly information at the fund and department level.
 - B. Department heads are responsible for managing their budgets within the total appropriation for their department. Expenditures will also be within current resource projections.
 - C. Purchase of goods and services will be accomplished by a separate Purchasing Policy adopted by the Board of Park Commissioners.
 - D. Payroll costs are authorized by budget adoption. Emphasis will be placed on improving individual and work group productivity rather than adding to the work force. MPT will invest in technology and other efficiency tools to maximize productivity.
 - E. Compensation planning and budgeting will focus on the total cost of compensation which includes all costs for salary, health care benefits, pension contributions, training costs, and other benefits of a non-salary nature.
 - F. The Director of Management & Budget will develop a cost allocation plan which addresses inter-fund and intra-fund charges for services between funds and departments. The estimated direct and indirect costs of service will be budgeted and charged to the fund receiving the service. Interfund service fees charged to recover these costs will be recognized as revenue to the providing fund. A review of the method for determining the amount of the interfund assessment will be made during the biennial budget development process.
- Section VIII. Revenue Policy.
- A. To the extent possible, a diversified and stable revenue system will be maintained to avoid impacting services due to short-run fluctuations in any one revenue source. Metro Parks will seek to avoid dependence on temporary or unstable revenues to support ongoing services
 - B. Metro Parks will seek to avoid dependence on federal or state grants to support ongoing services. All potential governmental grants shall be analyzed for matching requirements. Acceptance of grants should support MPT's core and priority programs and services. Grants may be rejected if expenditure of local matching funds cannot

be justified or if program continuation is not economically feasible without continued grant support.

- C. Metro Parks will develop a comprehensive list of fees and charges and shall consider cost recovery levels for differing service deliveries. This will be accomplished by a separate Pricing & Cost Recovery Policy adopted by the Board of Park Commissioners.
- D. Revenue estimates for biennial budget purposes should be conservative yet realistic.
- E. Deficit financing and borrowing to support on-going operations should not be used.
- F. MPT must be sensitive to the balance between the need for services and MPT's ability to raise fees, charges, and taxes to support those services.
- G. A separate policy entitled Golf Course Capital Surcharge Policy will provide direction on the purpose and use of those surcharge funds.

Section IX.

Investment Policy.

- A. It is the policy of Metro Parks Tacoma to invest public funds in a manner which will provide maximum security with the highest investment return while meeting the daily cash flow demands of MPT and conforming to all state and local statutes governing the investment of public funds.
- B. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio.
- C. The primary objectives, in priority order, of MPT's investment activities shall be:
 - 1. Safety: Safety of the principal is the foremost objective of the investment program. Investments of MPT shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.
 - 2. Liquidity: MPT's investment portfolio will remain sufficiently liquid to enable the District to meet all operating requirements that might be reasonably anticipated.
 - 3. Return on Investment: MPT's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account MPT's investment risk constraints and the cash flow characteristics of the portfolio.
- D. The Board of Park Commissioners has established an Investment Committee by resolution (RR37-05). The investment committee is authorized to develop procedures to administer the distribution of investment interest earnings.
- E. Per RCW 35.61.180, Pierce County is the ex-officio treasurer of MPT. Investment policies of Pierce County are consistent with the above policies, and county procedures exist to ensure compliance with these policies.

Section X.

Accounting, Auditing, and Financial Reporting Policy.

- A. For accounting and financial reporting, MPT will follow generally accepted accounting principles (GAAP) for local governmental entities as set forth by the Governmental Accounting Standards Board (GASB). These principles include:
 - 1. Maintaining an accounting system adequate to provide all of the data needed to allow for the timely preparation of financial statements for the entire financial reporting entity in conformity with GAAP;
 - 2. Hiring, training, developing, and retaining accounting staff with the knowledge and capability to produce GAAP financial statements and other related financial management documents;[1]
 - 3. Issuing timely[2] financial statements for the entire financial reporting entity in conformity with GAAP as part of an annual comprehensive financial report; and

- B. MPT will also follow budgeting, accounting and reporting requirements of the Washington State Auditors Office.
 - 1. Budget Monitoring & Reporting: After the budget has been approved, it is the responsibility of the governing board, chief financial and administrative officer, and department directors to see that services are delivered within limits provided in the budget.
 - 2. MPT will closely monitor the progress of actual revenues and expenditures through the year and identify any variances that might cause the District to result with a significant surplus or deficit.
 - 3. MPT will prepare and make available to management and the governing board on a quarterly basis financial reports to include:
 - a. Statement of Net Position
 - b. Statement of Revenue
 - c. Statement of Cash Flow
 - d. Budget to actual reports detailing significant variances of sources and uses of funds as a management tool.
- C. MPT's annual financial statements will be audited in accordance with state statutes and bond requirements.

Section XI.

Debt Management Policy.

- A. The amount of debt issued by MPT is an important factor in measuring financial performance and condition. Proper use and management of borrowing can yield significant advantages. From a policy perspective, debt can be used as a mechanism to equalize costs of needed improvements to both present and future citizens and as a way to reduce the costs of substantial public improvements.
- B. The following policies apply to the issuance and repayment of debt:
 - 1. The Board of Park Commissioners approval is required prior to issuance of debt.
 - 2. MPT will comply with all statutory debt limitations imposed by the Revised Code of Washington (RCW).
 - 3. The Director of Management and Budget, or designee, has the authority to act as debt manager in the duties of debt issuance and related repayment activities.
 - 4. MPT will use the services of a legally certified and credible bond counsel in the preparation of all bond representations.
 - 5. A financial advisor may be used to provide MPT with objective advice and analysis on debt issuance.
 - 6. A fiscal agent will be used to provide accurate and timely securities processing and timely payment to bondholders. As provided by chapter 43.80 RCW, MPT will use the fiscal agent appointed by the state.
 - 7. An underwriter will be used for all debt issued in a negotiated or private placement sale method. The underwriter is responsible for purchasing negotiated or private placement debt and reselling the debt to investors.
 - 8. MPT will generally issue its debt through a competitive process but may use a negotiated process.
 - 9. MPT will not use long-term debt to support current operations.
 - 10. Long-term borrowing will only be used for capital improvements that cannot be financed from current revenues.
 - 11. Short-term borrowing (one year or less) will only be used to meet the immediate financing needs of a project for which long-term financing has been secured but not yet received.
 - 12. The issuance of bonds shall be financed for a period not to exceed a conservative estimate of the asset's useful life, or a maximum of 20 years.
 - 13. MPT will seek to maintain or improve its bond rating through financial policies, budgets, and forecasts.

14. MPT may use refunding bonds where appropriate, when restructuring its current outstanding debt. A debt refunding is a refinance of debt typically done to take advantage of lower interest rates. Unless otherwise justified, such as a desire to remove or change a bond covenant or restructure debt repayment due to cash flow needs, a debt refunding will require a present value savings of five percent of the principal amount of the refunding debt being issued.
 15. MPT will use bond proceeds pursuant to the bond resolutions, contracts, and Internal Revenue Codes applicable to government bonds. MPT will maintain a system of recordkeeping and reporting to meet and satisfy calculations necessary for yield restriction requirements and arbitrage rebate requirements on the District's tax-exempt bonds.
 16. The Management & Budget Director shall be responsible for providing annual disclosure information to established national information repositories and for maintaining compliance with disclosure statements as required by state and national regulatory bodies.
- C. MPT shall develop and maintain a capital planning process such as the strategic plan for consideration and adoption by the Board of Park Commissioners as part of the budget process. Coordination and review of the debt requirements shall be performed by Management & Budget staff who will analyze the timing of debt, calculation of debt outstanding, debt limitation calculations and compliance, impact on future debt burdens, and current revenue requirements.
 - D. Prior to issuance of debt, MPT will prepare revenue projections to ensure there is adequate revenue to make principal and interest payments.
 - E. Debt Repayment. MPT shall pay all interest and repay all debt in accordance with the terms of the bond resolutions. The maturity of bonds issued should be the same or less than the expected life of the project for which the bonds were issued.

METROPOLITAN PARK DISTRICT OF TACOMA

RESOLUTION NO. RR105-22

ADOPTING THE 2023-2024 BIENNIAL BUDGET

WHEREAS, the Executive Director of the Metropolitan Park District of Tacoma has recommended a budget and estimate of monies required to meet public expenses, bond retirement, interest and expenses for Metro Parks Tacoma for the 2023-2024 biennium beginning on January 1, 2023 and ending on December 31, 2024; and

WHEREAS, the detail budget is specified in the Executive Director's Recommended 2023-2024 Biennial Operating and Capital Budget, and

WHEREAS, the secretary of the Board did cause to be published in official legal notices of the local newspaper and posted online that the Board of Park Commissioners would meet on November 14, 2022 at the regular meeting place of the Board of Park Commissioners of the Metropolitan Park District of Tacoma giving taxpayers an opportunity to be heard regarding the proposed biennial budget; and

WHEREAS, the Board of Park Commissioners of the Metropolitan Park District of Tacoma did meet at the time specified and offered the opportunity for interested taxpayers, citizens and residents to comment on the proposed biennial budget as detailed below:

November 14, 2022	Public Hearing on 2023-2024 Biennial Budget First Reading Regular & Excess Property Tax Levies
November 28, 2022	First Reading on 2023-2024 Biennial Budget Second Reading Regular & Excess Property Tax Levies
December 5, 2022	Public Hearing on 2023-2024 Biennial Budget
December 12, 2022	Second Reading and Adoption of 2023-2027 Biennial Budget

WHEREAS, the proposed biennial budget does not exceed the lawful limit of taxation as allowed to be levied by the Metropolitan Park District of Tacoma for the purposes set forth in the biennial budget, and estimated expenditures in the biennial budget are deemed necessary to provide park and recreation services to the citizens and residents of Metro Parks Tacoma during the 2023-2024 biennial period; now therefore be it

RESOLVED by the Board of Park Commissioners of the Metropolitan Park District of Tacoma that the 2023-2024 Biennial Budget for the period of January 1, 2023 – December 31, 2024 be approved and appropriated as follows:

METRO PARKS TACOMA
2023-2024 Biennial Budget
Exhibit A to Resolution No. RR105-22

Fund Type	Fund Name	Sources - Revenue	Uses - Expenditures
General Fund			
101	General Fund	\$ 89,139,962	\$ 86,866,111
	Additions to/(Use of) Fund Balance		2,273,851
	Total General Fund	\$ 89,139,962	89,139,962
Enterprise Funds			
403	Regional Parks	26,178,264	26,402,441
404	Zoological & Environmental Education	65,300,000	65,300,000
	Use of Working Capital / Reserves	224,177	-
	Total Enterprise Funds	\$ 91,702,441	\$ 91,702,441
Total 2023-2024 Operating Budget		\$ 180,842,403	\$ 180,842,403
Total 2023-2024 Capital Budget		\$ 74,427,137	\$ 74,427,137
Debt Service Funds			
263	2012 UTGO	2,236,300	2,236,300
240	2014A UTGO	894,650	894,650
224	2014B UTGO	5,873,250	5,873,250
264	2015 UTGO	4,408,000	4,408,000
241	2016 UTGO	8,529,550	8,529,550
242	2018 UTGO	6,280,500	6,280,500
265	2019 UTGO	1,829,600	1,829,600
	Total Debt Service Funds	\$ 30,051,850	\$ 30,051,850
Internal Service Funds			
510	Equipment Rental	725,013	991,000
520	Medical Insurance	11,569,000	11,750,000
530	Property & Liability Insurance	120,000	120,000
	Use of Working Capital / Reserves	446,987	-
	Total Internal Service Funds	\$ 12,861,000	\$ 12,861,000
Total All Funds		\$ 298,182,390	\$ 298,182,390

Section XII. Policies Changes. The development of the biennial budget provides the opportunity to review Metro Parks Tacoma's Comprehensive Financial Management Policies and make necessary adjustments due to new or revised Metro Parks Tacoma policies, State law, or recommendations made by national accreditation and/or approval authorities. Such adjustments will be summarized utilizing the following Policy Change form and will be placed at the front of the Comprehensive Financial Management Policy.

Policy Changes:

Section	Title	Change Summary
Section XI	Current Budget Resolution	Change from 2005-2006 Biennial Budget Resolution to 2007-2008 Biennial Budget Resolution
Section XI	Current Budget Resolution	Change from 2007-2008 Biennial Budget Resolution to 2009-2010 Biennial Budget Resolution
Section XI	Current Budget Resolution	Change from 2009-2010 Biennial Budget Resolution to 2011-2012 Biennial Budget Resolution
Section XI	Current Budget Resolution	Change from 2011-2012 Biennial Budget Resolution to 2013-2014 Biennial Budget Resolution
Section XI	Current Budget Resolution	2023-2024 Biennial Budget Resolution
Section X	Accounting, Auditing & financial Reporting	GASB & GAAP principles & accounting and reporting updates

ADMINISTRATIVE PROCEDURE: (Adopted by the Executive Director.)

CASH HANDLING

A. REVENUE RECEIPTING

1. Revenue Receipting Duties Will Be Adequately Segregated. Whenever possible, the person who collects revenue, issues receipts, or performs daily reconciliations of revenue receipts should not be the same person who deposits revenue, records revenue in the accounting records or reconciles the monthly depository bank statement.
2. Only District Employees Will Serve As Cashiers. Volunteers and employees of other local governments, non-profits, or businesses are not covered by the District's Fidelity Bonding.
3. Overpayments. Except in the case of pin-verified debit cards, overpayments will not be accepted when the intention is to provide cash back to the customer. Overpayments by accounts receivable customers will be applied first to prior amounts receivable, then to future amounts receivable. The accounts receivable customer may also request the return of an overpayment of \$10 or more.
4. All Money Collected Will Be Appropriately Recorded.
 - a. All money collected within the District will be recorded by cash register, point of sale system, or on preprinted, prenumbered receipt forms with the name and logo of Metro Parks Tacoma. (See receipt form procedures below.)
 - b. Cashiers should be assigned separate cash drawers to maintain accountability and to prevent a cashier being incorrectly accused or suspected of misconduct.
5. All Locations Will Account For All Prenumbered Receipt Forms.
 - a. Unless otherwise approved in advance, the receipt books for all locations will be issued by the Finance office. A log will be kept that shows the receipt numbers in the book and the signature of the person receiving the prenumbered receipt books. "Rediform" (off-the-shelf) receipt forms are not acceptable.
 - b. The following information must be provided on the receipt form – date of receipt, source of money received (person or organization name), method of payment (currency/coin, check, money order, credit or debit card, and other), dollar amount received, reason for payment, and signature of cashier.
 - c. The receipt forms will be used in numeric order. The cashier or another staff member will account for all prenumbered receipt forms that are issued to their location.
 - d. Voided receipt forms will not be destroyed, but kept on file at the location or in the Headquarters building. The original and all copies of the voided receipt will be kept.
6. Accepting Checks, Money Orders, Cashier's Checks, and Traveler's Checks.
 - a. All checks, Money Orders, and Cashier's Checks must be payable to Metro Parks Tacoma or one of its attractions. Two party checks can not be accepted.
 - b. All checks, Money Orders, and Cashier's Checks must be in U.S. dollars and for the correct fee or amount of sale only.
 - c. Only imprinted checks will be accepted. For personal checks, the cashier will verify that the imprinted name, address, and phone number are current. The cashier will ask for picture identification and write

- the identification numbers, the expiration date, and his/her initials in the upper left corner on the face of the check.
- d. Traveler's Checks must be countersigned in the presence of the cashier. If the customer signed the Traveler's Check before presenting it to the cashier, ask the customer to sign it again. The countersignature should match (or look very similar to) the first signature.
 - e. When cashing a Traveler's Check, the customer must present valid picture identification and the cashier must verify that the picture matches the customer's physical description.
 - f. Traveler's Checks must have a current date and be made payable to Metro Parks Tacoma or one of its major attractions.
 - g. Traveler's Checks must be in U.S. dollars however, because they come in specific denominations, the cashier is allowed to give change back providing all the security checks are performed.
 - h. Altered Money Orders, Cashier's Checks, or Traveler's Checks can not be accepted.
7. Credit and Debit Cards
- a. We currently accept Visa, Master Card, and Discover Cards.
 - b. Ask the customer for picture identification. Compare the name to the credit or debit card name.
 - c. Credit and debit cards are to be scanned or "swiped" at the time of sale. This validates the card number and the availability of funds.
 - d. Credit and debit card transactions will be settled (transmitted) daily.
8. Counterfeit Money. It is recommended that all locations use a "counterfeit pen" to check each fifty and hundred dollar bill. If the bill is determined to be counterfeit, the bill may be confiscated and turned over to the police department. However, in no event should the cashier take any action that would place the cashier or others in danger. Contact Finance whenever a counterfeit bill is discovered.
9. Discount Coupons. Locations are authorized to accept Metro Parks Tacoma coupons as forms of payment. Procedures for accepting and reconciling coupons at each location must be approved by the Finance staff before implementation.
10. Money Collected Will Be Reconciled Daily To The Prenumbered Receipts Or To The Cash Register Tapes.
- a. The first step in the reconciliation will be to remove the starting change fund amount from the cash drawer and set it aside for the next day's use.
 - b. The remaining money (the revenue) will be counted and reconciled to the "Z" tapes, point of sale reports, or the District copy of the prenumbered receipt (depending on type of receipting system). The reconciliation will confirm both the amount and composition (cash or check) of the revenue.
 - c. Overages and shortages will be recorded separately from revenue.
11. Money Will Be Deposited Intact Daily.
- a. Within 24 hours of receipt, all money received by a location will be deposited into the Metro Parks depository account. Exception – if the total accumulated receipts amount to less than \$300, the deposit

- may be postponed until the end of the week or until the cumulative end-of-the-day total reaches \$300, whichever comes first. (See Safekeeping guidelines below.)
- b. All receipts for each reconciliation performed, whether cash, coin, or check, will be deposited together. The only money not deposited is the authorized change fund.
 - c. As noted above, credit and debit card transactions will be settled (transmitted) daily.
 - d. Refunds to customers will be made through authorized District checking accounts. (See Refund section below.) Exception – if the refund is requested prior to the end-of-day reconciliation, the transaction can be voided and the cash or check returned to the customer.
 - e. The Finance drop safe money will be reviewed daily and deposited at least twice a week.
12. Transmittal to Pierce County. The balance in the District's depository accounts will be transmitted to Pierce County at least twice a month.
13. Revenue Collections Will Be Adequately Safeguarded.
- a. During the working shift, all cash, coins, checks, and credit/debit card slips will be kept in locked drawers, cash boxes, or cash registers. The drawer or box should not be open except when a transaction is taking place.
 - b. All checks will be restrictively endorsed immediately upon receipt. (Endorsement stamps can be obtained from the Finance office.)
 - c. When not in use for the working shift, money will be kept in a locked safe (if one is available) or other secure location.
 - d. Checks for accounts receivable payments, donations, refunds, and other revenues that are not processed through a point of sale systems, will be put into the drop safe outside of Management and Budget. Each check will be listed separately on the log sheet above the drop safe.
 - e. Safe combinations will be changed whenever a staff member with access to the safe leaves Metro Parks Tacoma employment.
 - f. A minimum of two people will have access to the safe combination and/or keys.
 - g. It is highly recommended that someone from the department's administration (preferably in another building) has copies of combinations or keys for all departmental safes. If no one from the department's administration is available, the Finance office can hold the combination or keys.
14. Revenue Reports Will Be Submitted Timely And Include Accurate Revenue Account Codes.
- a. Meadow Park Golf Course, Northwest Trek, and Point Defiance Zoo and Aquarium will submit Revenue Reports monthly as soon as possible after month end but no later than the third workday of the following month.
 - b. All other locations will submit Revenue Reports weekly as soon as possible after week end but no later than the third workday following the week (Monday through Sunday) being reported. If the month ends

- at a time other than the end of a week, the Revenue Report is due as soon as possible after month end but no later than the third workday following the end of the month.
- c. Revenue reports will have the following attachments:
 - 1) "Z" tapes, Point of Sale reports, or the District copy of the prenumbered receipt,
 - 2) bank validated deposit slips, and
 - 3) the merchant copy of bank card receipts (unless other procedures have been approved by Finance).
 - d. Money received as payment on Accounts Receivable will be recorded as a credit to the Accounts Receivable account, not as new revenue.
 - e. Finance staff will be the final authority on the accuracy of revenue codes and the taxability of the Metro Parks Tacoma revenues. Contact Finance whenever there is a new program/activity that differs from the normal programs/activities.
 - f. When a customer brings in money to replace a prior dishonored check, contact the Finance staff immediately for instructions (while the customer is present, if possible).
15. Refunds To Customers Will Be Made Through Authorized District Checking Accounts Only.
- a. All refunds will be made by check unless the original transaction was by credit or debit card, in which case the customer's credit or debit card will be used to process the refund.
 - b. Same day cash refunds will be allowed if there is proof the customer paid by cash. Cash refunds are not to be made if the transaction occurred on a prior day.
 - c. Refund forms will be used for any customer refund (see attached forms). The form will include the customer name, address, reason for the refund, amount to be refunded, and signature of person (generally a supervisor) authorizing the refund.
 - d. Appropriate back up documentation will be attached to all refund requests. The customer's copy of the receipt form or cash register tape should be attached whenever possible.
 - e. If the customer paid by check, sufficient time must pass to verify the customer's check has cleared the bank prior to the refund. Contact the Finance staff to verify this information.
16. Vending Machine Refunds.
- a. Unless the vending machine companies supplies envelopes for vending machine losses, each location should have a "Vending Machine Refund Log" (see attached form) that lists:
 - 1) the date of the loss
 - 2) the name of the customer due the refund,
 - 3) the phone number of the customer due the refund,
 - 4) the refund amount,
 - 5) the date the refund was received from the vending company, and
 - 6) the signature of the customer and the date the customer received the refund.
 - b. When the customer notifies the staff member they have lost money in a vending machine, fill out the first four items in the Log.
 - c. When the machine is serviced, show the service tech the list of refunds due and fill in the date the company reimburses for the refunds. Put the refund money in a separate envelope so that it is not commingled with the till money.
 - d. Notify the customer that the refund is available and give them 2-4 weeks to pick it up at the location.
 - e. If you can't contact the customer or if the customer doesn't pick up the refund within 4 weeks, deposit the money into the bank as an overage. Fill in the last column of the Log with the date the money was deposited as an overage.
 - f. If the customer comes in at a later date to claim the money, the refund can be given from the till. The customer must sign the Log that they have picked up the money. The refund will be listed on the Revenue Report as a shortage and a copy of the signed Log will be attached as back-up.
17. All Tickets or Passes must be prenumbered.
- a. All tickets or passes (free tickets) issued by Metro Parks Tacoma must be numbered sequentially. Beginning and ending numbers of tickets or passes sold must be reported on a Ticket Sales Control Sheet (see attached) which is then attached the Revenue Report.
 - b. Designated staff members will account for all prenumbered tickets or passes that are issued to their location. Control sheets will be used to document receipt, transfers, and inventory of tickets and passes (see attached forms).

- c. Tickets should include the price on the face of the document. If it is not practical to include price, the ticket will include other identification (youth, adult, senior, etc.) that relates to a posted price.
18. Losses, Thefts, or Non-compliance with Internal Controls.
- a. All cash drawer shortages or missing money will be reported to the supervisor or manager as soon as discovered. Reports will be forwarded to the Controller for further review if the amount exceeds \$50 or when smaller amounts are pervasive.
 - b. Supervisors or managers should report the theft of money and/or property to the appropriate law enforcement agency and the Controller as soon as discovered.
 - c. Employees are expected to report non-compliance of these internal control procedures or any suspected fraudulent activity to their supervisor or manager. The supervisor or manager will then notify the Controller for further investigation. When practicable, these reports will be kept confidential.
- B. DISHONORED CHECKS – FOR ALL SERVICES AND MERCHANDISE
- 1. Metro Parks Tacoma currently contracts with Global Payments (formerly Checkrite) to collect on all dishonored checks. Global Payments returns 100% of the face amount of the dishonored check to Metro Parks. Global Payments collects a \$25 fee from the debtor as compensation for their services.
 - 2. Finance staff will maintain a database of all dishonored checks with information about the maker, the amount, the date, the Metro Parks facility, and any resolution on the check.
 - 3. Finance staff will not make lists of dishonored checks available to the various facilities because of the time delay in Global Payments notifying Metro Parks that the obligation has been paid. Customer relations could be compromised by refusing to take subsequent checks based on outdated lists. Facilities will be notified if dishonored checks are for large amounts or if there are multiple dishonored checks from the same debtor.
 - 4. In certain situations, Finance staff may request the Metro Parks facility staff contact the customer to arrange repayment directly to Metro Parks. This is desirable when the event (rental, class, team registration) has not yet occurred and there is still time to prevent the customer from receiving our services.
 - 5. When a customer brings in money to replace a prior dishonored check, contact the Finance staff immediately for instructions (while the customer is present, if possible). It will be necessary to collect

- the \$25 Global Payments fee from the debtor. Finance staff will notify Global Payments that the debtor has paid and forward the fee to Global Payments.
6. Acceptable forms for replacement of a dishonored check are cash, Money Order, Cashier's Check, credit or debit card, or Traveler's Checks.
 7. Each year Finance staff will prepare a list of all outstanding dishonored checks that are older than 12 months. The list will be presented to the Board for removal from the general ledger. However, collection activity does not stop when a dishonored check is written off.
 8. The amount of the dishonored check plus the dishonored check fee may be offset by any deposit or other money owed to the debtor by Metro Parks.

C. ACCOUNTS RECEIVABLE

1. All Accounts Receivable will be processed by Finance staff using the Munis AR System. The only exceptions are those accounts receivable resulting from a transaction in Class
2. Accounts Receivable Duties Will Be Adequately Segregated. Whenever possible the person who authorizes or requests the account receivable will not be the same person who records the receivable, issues the invoice, deposits the payments, or reconciles the bank account.
3. General Accounts Receivable.
 - a. Departments will submit a request form to Finance staff detailing the customer name, a description of the receivable, the amount to be billed, the account coding, and the signatures of the person requesting the billing and a supervisor.
 - b. Departments will attach appropriate documentation to the billing request (cash register receipts, contract, etc.) to substantiate the amount of the billing.
 - c. Finance staff will input the billing information into Munis and generate an invoice. Invoices will normally be generated once a week.
 - d. Accounts receivable payments will be recorded in Munis and deposited by Finance staff. The remit address on invoices is the Finance office. If payments are received by other departments, they should be put in the Finance drop safe and recorded on the drop safe log.
 - e. Terms on the invoice are "net 30". Monthly statements will be mailed by Finance staff about the 15th of each month for invoices outstanding for more than 30 days. The statement will be stamped "Past Due" for invoices outstanding for more than 60 days.
 - f. Accounts Receivable ageing reports will be generated as needed. Finance staff will initiate all collection efforts and may request the assistance of the department that originally requested the receivable.
 - g. Receivables that are deemed uncollectible will be moved to a general ledger account called "Allowance for Doubtful Accounts". This has the effect of removing the debt from the financial statements but does not forgive the debt.
4. CLASS System Accounts Receivable.
 - a. All goods and services delivered by Metro Parks Tacoma will be paid for in advance – "Pay to Play". The only exceptions to this principle are third party billings for certain approved programs and rentals to other governmental entities.
 - b. Third party billings will be authorized by the Department Director through a written agreement with the third party organization. Third parties are billed either through Class or through Finance depending on the contract.
 - c. Receivables from other governmental entities must be evidenced by a purchase order, contract, or other agreement from that governmental entity. Accounts receivable invoices are generated from the Class system and mailed to the governmental entity.
5. GATEWAY System Accounts Receivable.
 - a. Large governmental groups (such as School Districts) are required to make reservations for visits to Pt. Defiance Zoo and Aquarium and for Northwest Trek. ZEED staff request a purchase order from the entity.
 - b. Based on the Purchase Order, tickets are processed through Gateway using the tender type of "billing". A request for billing is forwarded to Finance staff with the sales slip. Finance staff generates an invoice to the customer and forwards an informational copy to ZEED staff.
 - c. The Group Sales Coordinator at ZEED contracts with well-know businesses for events and room rentals. Admission tickets are sent to the customer when the payment is received. In the situation where

the customer requires additional admission tickets, staff will submit a request for billing to Finance staff for those additional tickets.

UTGO BAB POST ISSUANCE COMPLIANCE

Purpose: This procedure is intended to guide the Metropolitan Park District of Tacoma, Pierce County, Washington (the "District") in meeting its obligations under applicable statutes, regulations and documentation associated with publicly offered and privately placed securities of the District. This policy addresses obligations of the District that arise and will continue following the issuance of securities. The District has maintained or may in the future maintain a separate debt policy with respect to matters related to the issuance of securities law obligations, including compliance with the District's ongoing disclosure obligations related to securities issuance.

These obligations may arise as a result of federal tax law (with respect to tax-exempt securities and taxable bonds issued as "Build America Bonds" as authorized under the American Recovery and Reinvestment Act of 2009) and securities laws (with respect to ongoing disclosure) or as a result of contractual commitments made by the District. Even though Build America Bonds are issued as taxable bonds, the District is required to comply with all of the requirements applicable to tax-exempt governmental bonds, including the arbitrage rebate requirements. This policy outlines obligations that may be applicable to each issue of securities and identifies the party to be responsible for monitoring compliance.

The District's Chief Financial Officer will be responsible for ensuring that the procedure is followed and checklists and records maintained. The Chief Financial Officer may delegate responsibility to employees of the District and outside agents, for developing records, maintaining records and checklists. The District will provide educational opportunities (opportunities to attend educational programs/seminars on the topic) for the parties identified in this policy and other staff members with responsibilities for post-issuance compliance in order to facilitate their performance of these obligations.

Procedure Requirements:

- A. Transcripts.
 - 1. The District's bond counsel shall provide the District with two copies of a full transcript related to the issuance of securities (for each issue). The transcript shall be delivered in the following forms: one soft cover bound transcript and one CD ROM transcript. It is expected that the transcript will include a full record of the proceedings related to the issuance of securities, including proof of filing an 8038-G, 8038-B and/or an 8038-GC, as appropriate.
 - 2. Bond transcripts will be retained by the following parties and in the following locations within the District: Office of the Chief Financial Officer.
- B. Federal Tax Law Requirements. (Applicable only if the securities are issued as "tax-exempt" securities or other securities subject to the same requirements, such as "Build America Bonds"). In addition to the foregoing requirements, the District will consult with the District's bond counsel, underwriters and/or purchasers of its securities, and other advisors as necessary prior to the issuance of its securities to

discuss issues related to its securities, including but not limited to any issues raised due to federal tax law requirements.

1. Use of Proceeds.
 - a. If the project(s) to be financed with the proceeds of the securities will be funded with multiple sources of funds, the District will use one of the following accounting methodologies:
 - maintain each source of funding separately and monitors the actual expenditure of proceeds of the securities;
 - commingle the proceeds and monitors the expenditures on a first in, first out basis; or
 - provide for the expenditure of funds received from multiple sources on a proportionate basis.
 - b. Records of expenditures (timing of expenditure and object code) of the proceeds of securities will be maintained by the Chief Financial Officer.
 - c. Records of investments and interest earnings on the proceeds of securities will be maintained by the Chief Financial Officer or his/her delegate. Such records should include the amount of each investment, the date each investment is made, the date each investment matures and if sold prior to maturity, its sale date and sale price, and its interest rate and/or yield. Interest earnings on proceeds will be deposited in the fund in which the proceeds of the securities were deposited (if not, then the plan for use of interest earnings will be discussed with the District's bond counsel).
 - d. Records of interest earnings on reserve funds maintained for the securities (unless the original principal amount of the securities issue (including other issues during the same calendar year) was \$5,000,000 or less).
2. Arbitrage Rebate. The Chief Financial Officer or his/her delegate ("Rebate Monitor") will monitor compliance with the arbitrage rebate obligations of the District for each issue ("issue") of securities which are described in further detail in the Federal Tax Certificate executed by the District for each issue and included in the transcript for the issue. The District will provide educational opportunities (opportunities to attend educational programs/seminars on the topic) for the Rebate Monitor, in order to facilitate his/her performance of these obligations.
 - a. If the Rebate Monitor determines that the total principal amount of tax-exempt governmental obligations (including all tax-exempt leases, etc.) of the District issued or incurred by the District during the calendar year, including the issue, will not be greater than \$5,000,000, the Rebate Monitor will not be required to monitor arbitrage rebate compliance for the tax-exempt governmental obligations issued during that calendar year, except to monitor expenditures and the use of proceeds after completion of the project (see #3 below). For purposes of this paragraph, tax-exempt governmental obligations issued to currently refund a prior tax-exempt governmental obligation will only be taken into account to the extent they exceed the outstanding amount of the refunded bonds.
 - b. If the Rebate Monitor determines that the total principal amount of tax-exempt governmental obligations (including all tax-exempt leases, etc.) of the District issued or incurred any calendar year is greater than \$5,000,000, the Rebate Monitor will monitor rebate compliance for each issue of tax-exempt governmental obligations issued during that calendar year.
 - c. Rebate Spending Exceptions. The Rebate Monitor will review the Federal Tax Certificate in the transcript in order to determine whether the District is expected to comply with a spending exception that would permit the District to avoid having to pay arbitrage rebate. If the tax certificate identifies this spending exception (referred to as the six-month exception, the 18-month exception or the 24-month spend-down exception), then the Rebate Monitor will monitor the records of expenditures (see B.1 above) to determine whether the District met the spending exception (and thereby avoid having to pay any arbitrage rebate to the federal government).
 - d. Rebate Compliance. If the District does not meet or does not expect to meet any of the spending exceptions described in (c) above, the Rebate Monitor will:
 - (i) review the investment earnings records retained as described in B.1 above. If the investment earnings records clearly and definitively demonstrate that the rate of return on investments of all proceeds of the issue were lower than the yield on the issue (see the tax certificate in the transcript), then the District at its option may not follow the steps described in the following paragraph.
 - (ii) retain the services of an arbitrage rebate consultant in order to calculate any potential arbitrage rebate liability. The rebate consultant shall be selected no later than the earlier of five years after the date of issuance of the bond issue or the date of completion of the project financed with the proceeds of the

issue. A rebate consultant may be selected on an issue by issue basis or for all issues of the District. The selected rebate consultant shall provide a written report to the District with respect to the issue and with respect to any arbitrage rebate owed if any.

- (iii) based on the report of the rebate consultant, file reports with and make any required payments to the Internal Revenue Service, no later than the fifth anniversary of the date of each issue (plus 60 days), and every five years thereafter, with the final installment due no later than 60 days following the retirement of the last obligation of the issue.
 - e. Yield Reduction Payments. If the District fails to expend all amounts required to be spent as of the close of any temporary period specified in the Federal Tax Certificate (generally 3 years for proceeds of a new money issue and 13 months for amounts held in a debt service fund), the Rebate Monitor will follow the procedures described in B.2.d above to determine and pay any required yield reduction payment.
3. Unused Proceeds Following Completion of the Project. Following completion of the project(s) financed with the issue proceeds, the Chief Financial Officer will:
 - a. review the expenditure records to determine whether the proceeds have been allocated to the project(s) intended (and if any questions arise, consult with bond counsel in order to determine the method of re-allocation of proceeds); and
 - b. direct the use of remaining unspent proceeds (in accordance with the limitations set forth in the authorizing proceedings (i.e., bond ordinance) and if no provision is otherwise made for the use of unspent proceeds, to the redemption or defeasance of outstanding securities of the issue.
 4. Use of the Facilities Financed with Proceeds. In order to maintain tax-exemption of securities issued on a tax-exempt basis, the financed facilities (projects) are required to be used for governmental purposes during the life of the issue. The Chief Financial Officer will monitor and maintain records regarding any private use of the projects financed with tax-exempt proceeds. The IRS Treasury Regulations prohibit private business use (use by private parties (including nonprofit organizations and the federal government) of tax-exempt financed facilities beyond permitted de minimus amounts unless cured by a prescribed remedial action. Private use may arise as a result of:
 - a. Sale of any portion of the facilities;
 - b. Lease of any portion of the facilities (including leases, easements or use arrangements for areas outside the four walls, e.g., hosting of cell phone towers);
 - c. Long-term use arrangements (e.g. agreements to house federal prisoners for more than 100 days, including renewal options);
 - d. Management contracts (in which the District authorizes a third party to operate a facility);
 - e. Preference arrangements (in which the District permits a third party preference, for instance, parking in a public parking lot).If the Chief Financial Officer identifies private use of tax-exempt debt financed facilities, the Chief Financial Officer will consult with the District's bond counsel to determine whether private use will adversely affect the tax-exempt status of the issue and if so, what remedial action is appropriate.
 5. Records Retention.
 - a. Records with respect to matters described in this Subsection B will be retained by the District for the life of the securities issue (and any issue that refunds the securities issue) and for a period of three years thereafter.
 - b. Records to be retained:
 - (i) The transcript;
 - (ii) Arbitrage rebate reports prepared by outside consultants;
 - (iii) Work papers that were provided to the rebate consultants;
 - (iv) Records of expenditures and investment receipts (showing timing of expenditure and the object code of the expenditure and in the case of investment, timing of receipt of interest earnings). (Maintenance of underlying invoices should not be required provided the records include the date of the expenditure, payee name, payment amount and object code; however, if those documents are maintained as a

matter of policy in electronic form, then continue to maintain those records in accordance with this policy);

- (v) Copies of all certificates and returns filed with the IRS (e.g., for payment of arbitrage rebate); and
 - (vi) Copies of all leases, user agreements for use of the financed property (agreements that provide for use of the property for periods longer than 30 days), whether or not the use was within the four walls (e.g., use of the roof of the facility for a cell phone tower).
6. Special Considerations for Build America Bonds. "Build America Bonds" are taxable bonds issued under the America Recovery and Reinvestment Act of 2009. Even though Build America Bonds are issued as taxable bonds, the District is required to comply with all of the requirements applicable to tax-exempt governmental bonds, including but not limited to the arbitrage rebate requirements and other requirements referenced in this policy.

The following special considerations apply to the District's Build America Bonds:

- a. The entire amount (100%) of the "available project proceeds" of each issue of Build America Bonds will be used for new money capital expenditures that otherwise qualify for tax-exempt governmental financing and funding a reasonably required reserve or replacement fund. "Available project proceeds" are proceeds from the sale of the issue, less issuance costs, plus any investment earnings on the sale proceeds. No more than 2% of the proceeds of each issue of Build America Bonds will be used to finance costs of issuance. Records of such expenditures will be maintained as provided above.
- b. In order to timely receive the interest subsidy payment associated with the District's Build America Bonds, the District shall file, or cause to be filed, an IRS Form 8038-CP with the IRS at least 45 days before, but not earlier than 90 days before, each interest payment date. IRS Form 8038-CP shall be executed by an authorized official of the District.

For reference, Form 8038-CP instructions are available at <http://www.irs.gov/instructions/i8038cp/ar01.html>. File Form 8038-CP at the following address:

Department of the Treasury
Internal Revenue Service Center
Ogden, UT 84201-0050

- C. Ongoing Disclosure. Under the provisions of Securities and Exchange Rule 15c2 12 (the "Rule"), underwriters are required to obtain an agreement for ongoing disclosure in connection with the public offering of securities. Unless the District is exempt from compliance with the Rule as a result of certain permitted exemptions, the transcript for each issue will include an undertaking by the District to comply with the Rule. Furthermore, as an "obligated person" under the Rule, the District may have continuing disclosure obligations with respect to certain securities which it has a financial obligation toward paying debt service. The District's undertakings are generally contained in its bond ordinances and continuing disclosure agreements. The Chief Financial Officer will monitor compliance by the District with its undertakings. These undertakings may include the requirement for an annual filing of operating and financial information and will include a requirement to file notices of listed "material events." For some types of material events (early bond calls), the State's fiscal agent has undertaken the responsibility of filing notice of the applicable material event.
- D. Other Notice Requirements. In some instances, the proceedings authorizing the issuance of securities will require the District to file information periodically with other parties, e.g., bond insurers, banks, and rating agencies. The types of information required to be filed may include (1) budgets, (2) annual financial reports, (3) issuance of additional debt obligations, and (4) amendments to financing documents. The Chief Financial Officer will maintain a listing of those requirements and monitor compliance by the District.