

Summary and Themes of Task Force Member Reponses – Efficiencies, Cuts, Best Practices

Short Term		Long Term	
THEMES	EFFICIENCIES, CUTS, BEST PRACTICES SUMMARY	THEMES	EFFICIENCIES, CUTS, BEST PRACTICES SUMMARY
General Comments/Observations/Suggestions (15)	<ul style="list-style-type: none"> Benchmarking information, compare costs and performance to other cities Zero-Based Budgeting Budget to the worst case scenario (cut deep and soon) Public private partnerships Address Salaries 	General Comments/Observations/Suggestions (3)	<ul style="list-style-type: none"> Benchmarking and best practice information, compare costs and performance to other cities Address Salaries
Labor (7)	<ul style="list-style-type: none"> Furloughs or reduced hours or days Freeze or cut salaries Keep salary increases in line with inflation Consolidate Departments Eliminate management levels 	Labor (8)	<ul style="list-style-type: none"> Furlough Salary options (Salary Freeze, slow increases in pay, cap increases at CPI, use regional CPI, use median of market) Limit overtime Change represented positions to non-represented New total compensation study (rather than just salaries)
Health Care (6)	<ul style="list-style-type: none"> Reduce Costs (HAS, High Deductible, Higher Contribution, competitive bidding, etc.) Be consistent across unions and rep/non-rep Align plan with market 	Health Care (4)	<ul style="list-style-type: none"> Reduce Costs (Health Savings Account, High Deductible, Higher Contribution, competitive bidding, etc.) Increase portion paid by employees
Pensions (4)	<ul style="list-style-type: none"> Reduce the City’s portion of the contribution for retirement Eliminate defined benefits for future employees and move to defined contribution 	Pensions (4)	<ul style="list-style-type: none"> Reduce the City’s portion of the contribution for retirement Eliminate defined benefits for future employees and move to defined contribution
Fire and Police (2)	<ul style="list-style-type: none"> Fire service delivery model (why use engines for EMS?) Further reduce the number of stations 	Fire (4)	<ul style="list-style-type: none"> Privatize EMS or move to public private partnership Improve/review service delivery model
Other (9)	<ul style="list-style-type: none"> Reduce or eliminate non-essential services Reduced planned contribution to deferred maintenance and reserves Eliminate enterprise funds and divert funds from surface water for street repairs Increase partnerships with other jurisdictions Sell assets Other specific reductions (Legal and CEO Cost) 	Other (13)	<ul style="list-style-type: none"> Subcontract/outsourcing services (IT, maintenance functions, Tacoma Dome, etc.) Examine supply spend Sell long term sponsorship or naming rights Ongoing financial cost performance management Other specific service changes or reductions (oil based paint, Housing authority, housing division)

Summary and Themes of Task Force Member Reponses – Revenue Adds

Short Term		Long Term	
THEMES	REVENUE ADDS SUMMARY	THEMES	REVENUE ADDS SUMMARY
General Comments/Observations/Suggestions (5)	<ul style="list-style-type: none"> • Use benchmarking information • Do not tax citizens • Add US Open revenue to projection • None of the revenue options solve the problem on their own 	General Comments/Observations/Suggestions (5)	<ul style="list-style-type: none"> • Competitive revenue structure • Work with other Cities to get state assistance (change property tax limits, dedicated sales tax, revenue distributions) • No real long term adds aside from utility tax proposal • Raise Taxes equitably
Asset Sales (11)	<ul style="list-style-type: none"> • Sell surplus assets (Rail, Tacoma Dome, Cheney Stadium, Convention center) • Use asset sale revenues pay down debt • Review or move to management contracts for underperforming assets • Sell naming rights 	Asset Sales (3)	<ul style="list-style-type: none"> • Sell surplus assets (Rail, Tacoma Dome, Cheney Stadium, Convention center) - adds property to tax rolls • Use asset sales revenue to pay down debt • Sell TPU and use revenues to pay down debt
B&O Tax (7)	<ul style="list-style-type: none"> • Raise B&O Tax (by 1%) • Reduce threshold • Implement for all non-profit organizations • Consultants to review B&O Tax payment and licensing by companies 	B&O Tax (7)	<ul style="list-style-type: none"> • Raise B&O Tax (by 1% or to 0.2%) • Reduce threshold • Consultants to review B&O Tax payment and licensing by companies • Eliminate Multiple Activities Tax Credit
Other Taxes (5)	<ul style="list-style-type: none"> • Admission tax • Ask citizens to vote on any of the available options • Voluntary property tax • Increase other revenues by asking citizens 	Other Taxes (3)	<ul style="list-style-type: none"> • Sales Tax increase • Marijuana tax • Port should pay property tax
Other Revenue Options (16)	<ul style="list-style-type: none"> • Apply for grants • Increase the self-sufficiency of supported funds (Tacoma Dome, Convention Center, EMS) • Sell permits for parking • Bond for one-time capital expenses • Increase fees and fines (library, business license, or other services) • Increase partnerships and increase intergovernmental funding • Other specific recommendations 	Other Revenue Options (16)	<ul style="list-style-type: none"> • Apply for grants • Increase the self-sufficiency of supported funds (Tacoma Dome, Convention Center, EMS) • Additional fees such as Bicycle fee, Pet registration fee • More Public Private Partnerships • Cameras in all school crossing zones • Attract more businesses to Tacoma and support existing businesses and centers, like the mall and industrial areas • Other specific recommendations