



nine



PUBLIC FACILITIES + SERVICES



PUBLIC SERVICES + FACILITIES GOALS



GOAL PFS-1 Provide public facilities and services necessary to support existing and new development envisioned in the Urban Form Element.

GOAL PFS-2 In partnership with residents, service providers and adjoining jurisdictions, incorporate the City's Urban Growth Area by 2040.

GOAL PFS-3 Collaborate with regional partners to site essential public facilities in an equitable and practical manner.

GOAL PFS-4 Provide public facilities that address past deficiencies, particularly those in underserved areas, meet the needs of growth, and enhance the quality of life through acceptable levels of service and priorities.

GOAL PFS-5 Strengthen the economic base, diversify industrial and commercial enterprises, increase employment opportunities, increase the income level of residents, and enhance and revitalize neighborhoods and mixed-use centers.

GOAL PFS-6 Ensure that planned public facilities are financially feasible.

GOAL PFS-7 Design, locate and provide public facilities with features and characteristics that support the environment, energy efficiency, aesthetics, technological innovation, cost-effectiveness, livability, sustainability, and equity.

GOAL PFS-8 Equitably maintain public facilities so that they are reliable, functional, safe, sanitary, clean, attractive, and financially sustainable.

NINE

PUBLIC FACILITIES + SERVICES

WHAT IS THIS CHAPTER ABOUT?

The Public Facilities and Services Element of the Comprehensive Plan makes the rest of the plan a reality by identifying infrastructure investments that support and implement many of the goals and policies in other elements of the Plan.

The Public Facilities and Services Element fulfills the GMA requirements for capital facilities and utilities. Throughout this element, the term “public facilities” includes all types of public infrastructure, including utilities.

The Public Facilities and Services Element uses two components to comply with GMA requirements for capital facilities. The first component is this chapter which contains the goals and policies.

The goals and policies in this chapter convey the City’s intent to:

- Set clear goals for service delivery and system expansion for public rights-of-way, sanitary and stormwater systems, water, parks and recreation, public safety and emergency response, solid waste management, school facilities, technology access, and energy infrastructure.
- Ensure that public facilities and services support the local and regional growth planning objectives.
- Emphasize the development of facilities that serve multiple goals.
- Advance an adaptive management approach to improve reliability and resilience.
- Provide more equitable service delivery.
- Reduce risks to human and environmental health and safety.

Book I: Goals + Policies

- 1 Introduction + Vision
- 2 Urban Form
- 3 Design + Development
- 4 Environment + Watershed Health
- 5 Housing
- 6 Economic Development
- 7 Transportation
- 8 Parks + Recreation
- 9 **Public Facilities + Services**
- 10 Container Port
- 11 Engagement, Administration + Implementation
- 12 Downtown

Book II: Implementation Programs + Strategies

- 1 Shoreline Master Program
- 2 Capital Facilities Program
- 3 Downtown Regional Growth Center Plans
- 4 Historic Preservation Plan



Tacoma Fire Department



Vassault Park



*Pergola at
Wapato Park*

The second component is the background information in this chapter. The background information is based in large part on the City's Capital Facilities Program, which is a separate document and is adopted by reference. The background information fulfills the requirements of GMA to:

- Provide an inventory of existing public facilities.
- Identify deficiencies in capital facilities and the actions necessary to meet such deficiencies.
- Forecast future needs for facilities.
- Propose capital improvements and their costs.
- Plan for financing proposed capital improvements.
- Inform the capital budget process.

WHY IS THIS IMPORTANT?

High-quality and dependable basic public services, like clean water and reliable sewer and stormwater management services, are essential to Tacoma's future success. Cost-effective and dependable services improve quality of life, affordability, and make Tacoma a more attractive place to do business. Well-built and well-maintained facilities also help the city recover from damaging natural events and emergencies.

The City's public facilities and services can also help create a vibrant public realm. The City's public facility systems provide water, sewer, transportation, parks and civic services. Public facilities include the varied and extensive networks of streets and pipes, as well as parks and natural

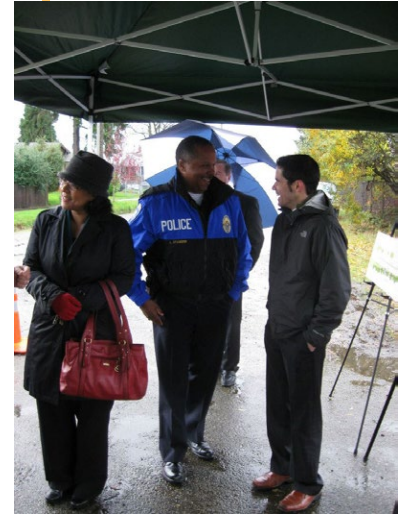
areas that not only manage stormwater and flooding, but also help provide places for recreation. Public services include things like public transportation and police, fire, and emergency response. In addition, services such as access to broadband technology, electricity and natural gas, and comprehensive waste, recycling, and composting services are essential for households and businesses. It takes the collective and coordinated effort of multiple agencies and regulated utilities to maintain and operate the complex systems used to manage and provide these necessities to Tacomans.

Public agencies aim to provide basic services to all Tacomans. However, for a variety of reasons, not all services are distributed equitably across the city. The agencies charged with managing public facility systems must balance the need to maintain existing services and infrastructure with the need to bring new or improved services to under-served communities, and to new residents and businesses. Future investments will need to align with the City's vision of achieving equitable service delivery to all residents and visitors. In addition, these improvements must be made in ways that meet federal, state, and regional regulations.

Given the likelihood of environmental, economic, and technological change in the next twenty years, the agencies that deliver, build, and manage services and facilities must reinvent systems and facilities to satisfy multiple uses, withstand environmental stress, and adapt to changing circumstances. The goals and policies in this chapter support the equitable, efficient, and adaptive management approaches that are needed to provide high- quality facilities and services to all Tacomans, including those in future generations.

The public facilities and services will meet the community's current and future needs by providing acceptable levels of service in a reliable, effective, efficient, economic and environmentally responsible manner for existing and future residents, visitors and businesses.

The Public Facilities and Services Element is also important because Tacoma's public facilities and services must address the requirements of the Growth Management Act, state, regional and county planning, and they must relate to other elements of Tacoma's comprehensive plan. They must also fulfill the capital improvement requirements of the City of Tacoma.



Tacoma Police at the Sprague Enhancement Project groundbreaking



Tacoma Fire Department demonstrates an emergency passenger extraction using the 'jaws of life'

GOALS + POLICIES

PUBLIC FACILITIES + SERVICES FOR CURRENT + FUTURE DEVELOPMENT

Development depends on the availability and adequacy of necessary facilities and services to support growth. As growth and development occurs, existing facilities may need to be upgraded or expanded, and new facilities may be needed.

Tacoma's urban growth area is an area surrounding the city that is characterized by urban growth. The Growth Management Act states that cities should be the primary providers of urban services within urban growth areas. Tacoma intends to meet this provision of the Act by becoming the primary provider of public facilities and services in its urban growth areas over time, and to provide the same level of service as it provides within the City limits.

Tacoma already provides some facilities and services in its urban growth areas. Tacoma encourages other service providers within Tacoma's urban growth area to provide similar level of service standards that the City provides for those facilities and services provided by the City in its urban growth area. For its urban growth area, the City intends to jointly plan the provision of public facilities and services with Pierce County, other jurisdictions and service providers.

Annexation of new areas will have an impact upon the provision of facilities and services. The City of Tacoma encourages and accommodates annexations. Newly annexed areas are intended to be served at the same level of service standards as those imposed within the city limits. However, if necessary, the level of service may be phased in over time.

Regional public facilities are designated by GMA as essential public facilities. The City realizes that these facilities are often difficult to site, but they provide needed public services. Tacoma will coordinate with other jurisdictions in the region to site public facilities and will not exclude such facilities from its jurisdiction.

Facilities for Land Use

GOAL PFS-1 Provide public facilities and services necessary to support existing and new development envisioned in the Urban Form Element.

Policy PFS-1.1 Plan public facilities and services that have the capacity and are located to serve existing development and future growth planned in the Urban Form Element.

Policy PFS-1.2 Provide public facilities and services that are the responsibility of the City, and coordinate with other agencies for their provision of public facilities and services for which they are responsible.

Policy PFS-1.3 Coordinate and cooperate with federal, state, regional, and local jurisdictions, private industry, businesses, and citizens in the planning, siting, design, and development of facilities serving and affecting the community.

Policy PFS-1.4 Adopt by reference the capital facilities plans of the following providers of public facilities and services in Tacoma.

- a. Parks: Metropolitan Park District
- b. Schools: Tacoma School District
- c. Transportation: Pierce Transit, Sound Transit and Washington State Department of Transportation

Annexation Areas

GOAL PFS-2 In partnership with residents, service providers and adjoining jurisdictions, incorporate the City's Urban Growth Area by 2040.

Policy PFS-2.1 Promote growth and development within Tacoma's urban growth area that is consistent with the City's adopted policies, the County-wide Planning Policies for Pierce County, and Vision 2040 in order to discourage sprawl, direct higher intensity and density uses into designated centers, and support enhanced public transit.

Policy PFS-2.2 Anticipate public facility and service needs of possible future annexation areas through long range planning, and when feasible



Tacoma School District bus



LINK light rail operated by Sound Transit

POTENTIAL ANNEXATION AREAS

are lands that may become part of the City in the future. Tacoma's potential annexation areas include lands within the City's unincorporated Urban Growth Areas, shown in Figure 38.

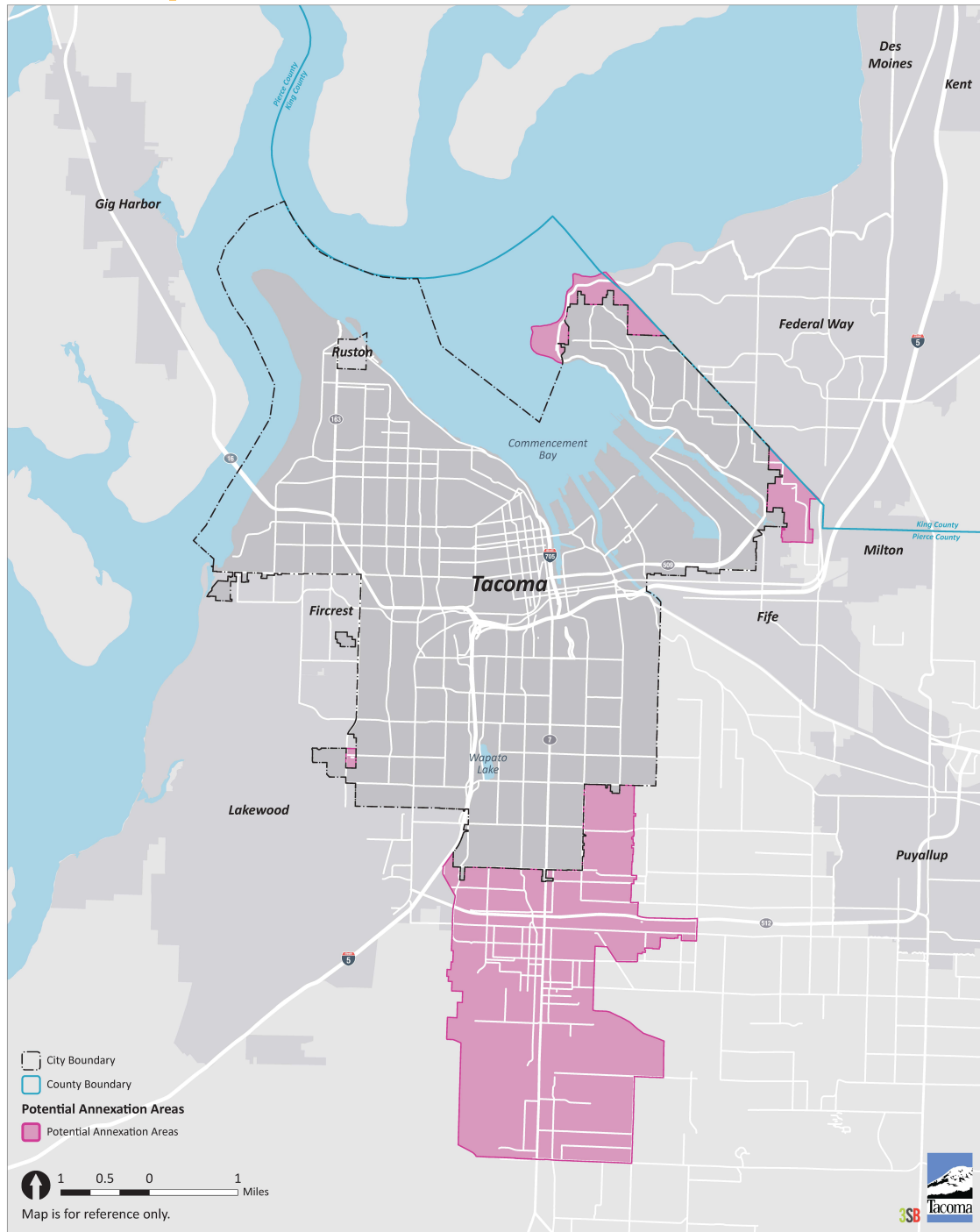


FIGURE 38. Potential Annexation Areas

develop facility capacities within the city to meet these needs prior to or after annexation.

Policy PFS–2.3 Conduct joint planning with Pierce County and other adjacent jurisdictions for land use development, transportation and services within urban growth areas to ensure development is orderly, compatible and sufficiently served, and consistent with City plans.

Policy PFS–2.4 Ensure through interlocal agreement or other mechanism, the compatible development of land—including the rate, amount, type and location of growth, and the provision and phasing of service within Tacoma’s urban growth area—are consistent with the adopted policies and standards of the city.

Policy PFS–2.5 Extension of utility services within Tacoma’s urban growth areas should occur only upon annexation or if a commitment for annexation is in place.

Policy PFS–2.6 Provide for active participation by affected residents and property owners in the joint planning, annexation proposals, or agreements for service within Tacoma’s urban growth area.

Policy PFS–2.7 Expand the city’s boundaries within established urban growth areas in a manner that will benefit both the citizens of Tacoma and the citizens of the area to be annexed.

Essential Public Facilities

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GOAL PFS–3 Collaborate with regional partners to site essential public facilities in an equitable and practical manner.

Policy PFS–3.1 Actively participate as stakeholders in processes for determining the location of public facilities of regional or statewide importance, also known as essential public facilities.

Policy PFS–3.2 Consider land use compatibility, capital facility needs and financial costs when siting essential public facilities.

Policy PFS–3.3 Essential public facilities shall be developed in a timely and orderly manner and arranged efficiently so as not to adversely affect the safety, health, or welfare of the citizens residing in the surrounding community.

See UGA-4 Joint Planning in the Countywide Planning Policies for more information on adopted joint planning policies and procedures.



Tacoma Solid Waste

The JBLM JLUS is a collaborative process among federal, regional, and local governments and agencies; tribes; the public; and the south Puget Sound region's military installations: Joint Base Lewis-McChord (JBLM) and Camp Murray. The study area generally encompasses those communities within two miles of the JBLM boundary.

Policy PFS–3.4 Major essential public facilities that generate substantial travel demand should be sited along or near major transportation and public transit corridors.

Policy PFS–3.5 If Tacoma is selected as a site for a regional or statewide essential public facility, or is otherwise impacted by a regional or statewide facility's development, expansion or operation, ensure that impacts on Tacoma are mitigated.

Policy PFS–3.6 Active public involvement at the earliest point in the siting process shall be encouraged through timely notification, public meetings, and hearings.

Policy PFS–3.7 Notify and coordinate with adjacent jurisdictions that are affected by the siting of an essential public facility. Equitable distribution of facilities for the populations they serve will be cooperatively established through inter-local agreements in order to ensure that all jurisdictions share the burden of providing essential public facilities.

Policy PFS–3.8 Protect the viability of existing airports as essential public facilities by encouraging compatible land uses and reducing hazards that may endanger the lives and property of the public and aviation users. Evaluate and implement appropriate policy and code amendments recommended by the Joint Base Lewis-McChord Joint Land Use Study (JLUS).

NEEDS + PRIORITIES FOR PUBLIC FACILITY IMPROVEMENTS

Tacoma strives to provide adequate public facilities and services, as efficiently and cost-effectively as possible, to serve both existing and new development. Such facilities and services will be designed to meet the capital facility needs of the community and to support Tacoma's land use growth and development concept. In situations where the public facility is not owned directly by the City, the City will encourage the provision of adequate services and coordinate with the responsible agency. Additionally, the City requires certain public facilities and services to be available concurrent with development (shown in Table 8).

A significant factor in determining the need for and priorities among capital improvements is the level of service. It is an indicator of the extent or degree of service provided by a facility. The levels of service are the

minimum thresholds necessary to adequately serve future development, as well as the minimum thresholds to which the City will strive to provide for existing development.

The City will select and budget capital projects through the preparation of the Capital Facilities Program, which is the City’s multi-year plan for capital improvements.

GOAL PFS-4 Provide public facilities that address past deficiencies, particularly those in underserved areas, meet the needs of growth, and enhance the quality of life through acceptable levels of service and priorities.

Policy PFS-4.1 Use the following levels of service, in combination with current needs analysis of providers, to determine the need for public facilities, test the adequacy of such facilities to serve proposed development concurrent with the impacts of the development, and ensure that appropriate levels of capital resources are allocated.

LEVEL OF SERVICE
(LOS) describes the amount, type or quality of facilities needed to serve the community. It establishes a minimum threshold for provision of services and facilities.

TABLE 8. Level of Service Standards for Concurrency

PUBLIC FACILITIES	LEVEL OF SERVICE STANDARD
Electric Utilities	Voltage level + or - 5%; Average annual system outage duration 75 minutes or less
Transportation	
Pedestrian	The system completeness LOS as defined in the <i>Transportation Master Plan</i>
Bicycle	
Transit	
Auto/Freight	
Sanitary Sewers	
Maximum Month Flow	200 gallons per capita per day (GPCD)
Peak Hydraulic or Peak—Instantaneous Flow	400 gallons per capita per day (GPCD)
Solid Waste	1.13 tons per capita per year
Storm Water Management	
Private facilities less than 24 inches in diameter	10 year, 24 hour design storm
All public facilities, and private facilities greater than or equal to 24 inches in diameter	25 year, 24 hour design storm
Water (Potable)	442 gallons per day per Equivalent Residential Unit (ERU) and/or as contained in Tacoma Water’s current Washington State Department of Health approved water system plan



Tacoma Public Library

Policy PFS–4.2 Maintain level of service standards and provide capital improvements needed to achieve and maintain the standards for existing and future populations.

Policy PFS–4.3 Use the following levels of service to assist in determining the need for public facilities, and as a management tool for monitoring the sufficiency of the facilities:

TABLE 9. Level of Service Standards Not Subject to Concurrency

PUBLIC FACILITIES	LEVEL OF SERVICE STANDARD
Emergency Medical Services (EMS)	0.016 units per 1,000 people
Fire	0.109 apparatus per 1,000 people
Law Enforcement	288.58 square feet of facility space per 1,000 people
Library	60 square feet per 1,000 circulation
Parks	
Local	3 acres per 1,000 people, and within $\frac{3}{4}$ mile of all residents
Regional	7 acres per 1,000 people
Open Space/Wildlife Habitat	2 acres per 1,000 people

Note: These LOS standards are subject to periodic review and updates by providers. This table will be updated to reflect current information as part of the annual Comprehensive Plan review process.

Policy PFS–4.4 Coordinate with other agencies to ensure that the levels of service are consistent between the providers’ plans and this Element, and that the providers can continue to achieve their level of service over the 20-year timeframe of the Comprehensive Plan.

Policy PFS–4.5 Identify needs for additional public facilities and services based on adopted levels of service and forecasted growth, and determine the means and timing for providing needed additional facilities.

Policy PFS–4.6 Provide public facilities and services that achieve the levels of service concurrent with development as defined in City code and Washington State Law.

Policy PFS–4.7 Ensure that those public facilities and services necessary to support development shall be adequate to serve the development at

the time the development is available for occupancy or use, or within a reasonable time as approved by the City, without decreasing current service levels below locally established minimum standards.

Policy PFS–4.8 Jointly develop with other jurisdictions level of service standards for City of Tacoma owned utilities that provide service within their boundaries.

Policy PFS–4.9 Provide equitable levels of service by accounting for existing community conditions, considering how decisions will impact varied geographic, racial and socio-economic groups, and embedding service equity criteria into decision-making processes

Policy PFS–4.10 Consistent with the other policies within this section and the Comprehensive Plan, prioritize capital improvements that meet one or more of the following criteria:

- a. Addresses a public health or safety concern
- b. Is needed to correct existing public facility and services deficiencies or replace key facilities that are currently in use and are at risk of failing
- c. Aligns with *Tacoma 2025*
- d. Is required or mandated by law
- e. Has a high level of public support
- f. Is financially responsible, for instance by leveraging grant funding or other non-City funding sources, reducing operating costs, avoiding future costs, or by having a sustainable impact on the operating budget
- g. Reduces greenhouse gas emissions or supports the adaptation to climate change

Projects that meet one or more of criteria (a) through (g) will be further reviewed to determine the extent to which it supports the following:

- h. The project improves the equitable access to public facilities and services
- i. The project is located within a designated center and is intended to stimulate or respond to growth and development within the designated centers
- j. The project is located on a corridor serving a center or within a designated 20-minute neighborhood



*Street sweeper operated
by Tacoma's Environmental
Services Department*

ECONOMIC DEVELOPMENT + NEIGHBORHOOD REVITALIZATION

Public facilities and services are one of the most direct ways to help develop and sustain a safe, healthy and livable community, as well as a balanced and vibrant economy. Strategic use of public funds that assist and encourage private investment and development will foster economic diversity and vitality, preserve quality neighborhoods, and support the health and economic opportunity of underinvested communities.

Since a deteriorating infrastructure may well be an economic deterrent, it is desirable for the City to maintain its facilities to both attract and retain private enterprise and residents. Tacoma will use its limited resources to its best advantage by strengthening the link between economic development planning and public facilities planning, and emphasizing the support role that infrastructure and capital improvements provide to development and neighborhoods.

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GOAL PFS-5 Strengthen the economic base, diversify industrial and commercial enterprises, increase employment opportunities, increase the income level of residents, and enhance and revitalize neighborhoods and mixed-use centers.

Policy PFS-5.1 Encourage projects which stimulate the economy by expanding employment opportunities, strengthening the tax base or providing for private investment opportunities.

Policy PFS-5.2 Encourage the development of capital improvement projects that promote tourism and convention trade.

Policy PFS-5.3 Encourage capital improvements in areas with existing service disparities and those areas in need of neighborhood revitalization and provide services to neighborhoods at a level commensurate with the respective needs of each.

Policy PFS-5.4 Support economic revitalization through encouraging early installation of utilities infrastructure to create pad-ready development sites.

Policy PFS–5.5 Initiate and encourage programs that improve and maintain the physical environment of the City’s designated centers, corridors, and business districts.

Policy PFS–5.6 Use capital facility improvements within mixed-use centers to enhance and revitalize these areas, support compact development and encourage transit use.

Policy PFS–5.7 Identify and implement infrastructure improvements which enhance the viability and attractiveness of manufacturing/industrial centers and stimulate growth of new and existing manufacturing and industrial businesses.

FINANCIALLY FEASIBLE

Public facilities and services are expensive, and their costs generally increase from one year to the next. But the money to pay for the growing costs is subject to many limits. State and federal grant funds are usually restricted to specific types of improvements and are often one-time funds for unique purposes. The amount of grant funding has decreased with changes in policies at state and national levels. Real estate excise taxes and impact fees are the only additional sources provided by GMA, and both are subject to the ups and downs of the real estate market. Citizens are reluctant to tax themselves further to pay for expensive facilities unless there are compelling reasons for the improvements. In spite of the financial obstacles facing local governments today, the City needs to provide funding for public facilities and services to meet existing and future needs.



Construction on Pacific Ave

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GOAL PFS–6 Ensure that planned public facilities are financially feasible.

Policy PFS–6.1 Identify specific sources and realistic projected amounts of public money that will provide full funding for the capital improvement projects needed for existing and future development.

Policy PFS–6.2 Identify the public process and actions needed to develop and implement new or increased sources of revenue that are needed to make the Public Facilities and Services Element financially feasible.

Policy PFS–6.3 Ensure that existing and future developments pay for some or all of the costs of capital improvements or new facilities that are deemed necessary, by reason of their respective developments, to reduce existing deficiencies or replace obsolete facilities.

Policy PFS–6.4 Consider specific funding strategies subject to the policy criteria described for each of the following:

- a. Charge impact fees when the City Council determines that new development should pay its proportionate share of the public facilities that it needs.
- b. Use grants, public/private partnerships, and investments by businesses locating in Tacoma to leverage local funding.
- c. Use debt when the City Council determines that it is appropriate to advance the construction of priority capital improvements and to amortize the cost over the life of the public facility.
- d. Encourage public-private partnerships to finance infrastructure and public facilities which fulfill mutual interests of the public and private sectors.
- e. Facilitate the formation of local improvement districts to construct needed infrastructure improvements.

Policy PFS–6.5 If projected funding is inadequate to finance needed public facilities that provide the City’s adopted levels of service, adjust the level of service, the planned growth, and/or the sources of revenue to maintain a balance between available revenue and needed public facilities.

Policy PFS–6.6 Use the City’s Capital Facilities Program as the short-term processes for implementing the long-term Public Facilities and Services Element.

Policy PFS–6.7 Work with other providers of public facilities to ensure that their individual capital improvement plans are financially feasible.

Policy PFS–6.8 Consider the fiscal impacts of major public projects or projects involving the expansion of capacity or service areas as a major factor in the selecting and budgeting of capital projects.

Policy PFS–6.9 Programming flexibility shall be provided for appropriate public facilities projects to allow for contingent expenditures needed to

respond to emergency situations or to obligate unexpected funds that become available.

Policy PFS–6.10 Ensure that the operating and maintenance costs of a facility are financially feasible prior to constructing the facility.

DESIGNED + LOCATED FOR COMMUNITY VALUES

Tacoma needs public facilities and services that are equitably distributed throughout the community; located and designed to be safe and convenient to the people they serve; provide flexible use and maximum efficiency; and are compatible with adjacent uses and the environment.

Tacoma can also pursue alternatives to developing additional facilities. Design standards and conservation can be used as mechanisms to defer additional facilities.

The built environment also has an aesthetic role in the community. The use and appearance of public utilities which are exposed to public view or have public access can enrich our lives through attention to use, design, aesthetics and location. Facilities can be located and designed to complement the aesthetics, social interactions and urban design of the community.

Older public facilities sites, structures, or equipment may have historical or cultural values that deserve physical or photographic preservation.

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GOAL PFS–7 Design, locate and provide public facilities with features and characteristics that support the environment, energy efficiency, aesthetics, technological innovation, cost-effectiveness, livability, sustainability, and equity.

Policy PFS–7.1 Design natural infrastructure into projects whenever feasible to mimic ecological processes and minimize the need for built infrastructure.

Policy PFS–7.2 Incorporate consideration of physical health and well-being into decisions regarding the location, design, and operation of public facilities.

Policy PFS–7.3 Incorporate community values and goals in decisions on location, design, and operation of facilities.



TacomaFIRST Customer Support Center at the Tacoma Municipal Building



Volunteers replace asphalt with plantings along Division Ave and Sprague Ave to compliment the City's adjacent new rain garden



Volunteers attach “No Dumping, Drains to Puget Sound” markers next to storm drains

Policy PFS–7.4 Provide public facilities that support and implement sustainability, reduction of greenhouse gas emissions, and environmental stewardship, and evaluation of their carbon footprints.

Policy PFS–7.5 Reduce energy use and consumption of potable water by city buildings and operations, and promote the use of renewable energy sources.

Policy PFS–7.6 Use environmentally sensitive building techniques and low impact surface water methods.

Policy PFS–7.7 Design public facilities that are oriented towards and accessible by transit and non-motorized modes of travel.

Policy PFS–7.8 Ensure that public facilities preserve registered historical sites and provide cultural enrichment.

Policy PFS–7.9 Promote the co-location of public facilities, when feasible, to enhance efficient use of land, reduce public costs, reduce travel demand, and minimize disruption to the community.

Policy PFS–7.10 Promote water reuse and water conservation opportunities that diminish impacts on water, wastewater, and surface water systems.

Policy PFS–7.11 Consider maintenance, replacement, rehabilitation or reuse of existing facilities to meet the projected needs before planning for major investments in new facilities.

Policy PFS–7.12 Support and encourage habitat restoration within utility properties and corridors which are intended to remain relatively undeveloped and can support significant habitat functions while accommodating vegetation management necessary for the safe operation and maintenance of utility features.

Policy PFS–7.13 Design, locate and build public facilities that are models for the private sector.

Policy PFS–7.14 Encourage public facilities visible to the public or used by the public to be of the highest design quality by implementing a City-sponsored design review process.

Policy PFS–7.15 Whenever feasible, ensure that utilities in designated centers, business districts, and priority pedestrian areas are undergrounded.



MAINTAINED FOR THE FUTURE

Maintenance of public facilities is important to protect the public's investment in them. A comprehensive maintenance program includes: 1) an inventory and assessment of existing facilities; 2) a routine preventative maintenance schedule; and 3) an evaluation of the maintenance needs of proposed new facilities.

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GOAL PFS-8 Equitably maintain public facilities so that they are reliable, functional, safe, sanitary, clean, attractive, and financially sustainable.

Policy PFS-8.1 Maintain public spaces and public facilities and enhance their appearance.

Policy PFS-8.2 Develop, adopt and use schedules and plans for replacement of public facilities upon completion of their useful lives.

Policy PFS-8.3 Provide public facilities that minimize operating and maintenance costs of the facility.

Policy PFS-8.4 Operate and manage public facilities to minimize their carbon footprints.

BACKGROUND INFORMATION

OVERVIEW

The Growth Management Act (GMA) requires communities to plan for capital facilities and utilities to ensure that there is an adequate level of public facilities and services in place to meet community needs over time. As shown in Table 10, public facilities and services in Tacoma are provided by the City and by other entities. The following pages contain background information about these different types of public facilities and services. The information, together with the provider plans that are adopted by reference in this element, is intended to meet GMA requirements and provide a discussion of location and capacity of utilities as well as a discussion of inventory, future needs, capital projects and financing for capital facilities. Figure 39 shows the location of some of the key public facilities in Tacoma.

TABLE 10. List of Public Facilities + Service Providers

TYPE	PROVIDER
Provided by City	
Electric	Tacoma Public Utilities
General Municipal Facilities	Public Works Department
Fire	Fire Department
Libraries	Tacoma Public Libraries
Police	Police Department
Solid Waste	Environmental Services Department
Stormwater	Environmental Services Department
Wastewater	Environmental Services Department
Water	Tacoma Public Utilities
Provided by City + Other Entities	
Parks (including special public assembly facilities)	Public Works Department, Environmental Services Department Metro Parks Tacoma
Telecommunications	Tacoma Public Utilities Private providers
Transportation	Public Works Department Tacoma Public Utilities Pierce Transit Sound Transit
Provided by Other Entities	
Natural Gas	Puget Sound Energy
Schools	Tacoma Public Schools

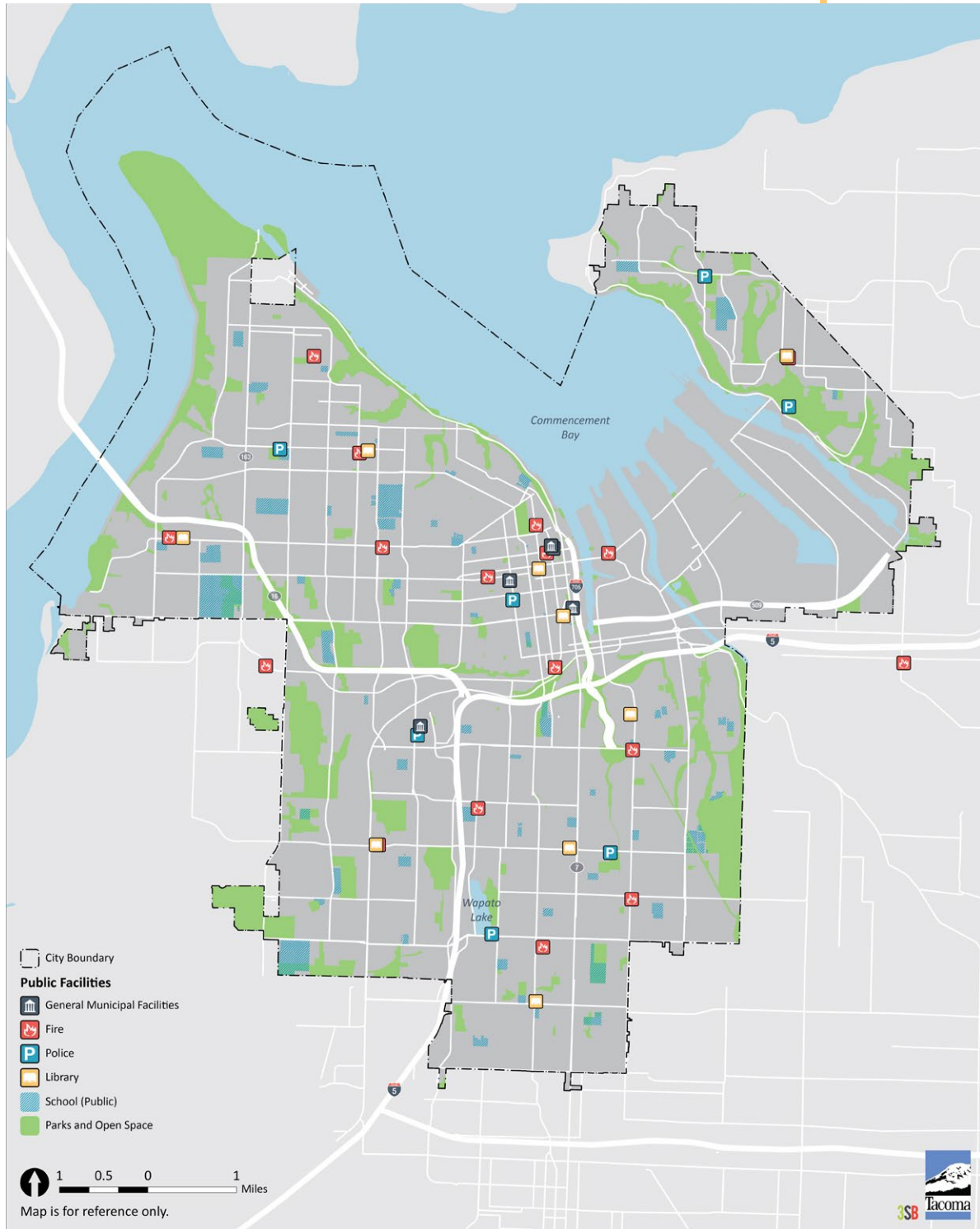


FIGURE 39. Key Public Facilities

TACOMA PUBLIC UTILITIES (TPU)

TPU was formed in 1893 when the City of Tacoma purchased the water and electrical systems of the Tacoma Water and Light Company for \$1.75 million. TPU provides water, electric, telecommunications and rail service to the greater Tacoma area, including nearby cities and unincorporated areas. The Tacoma City Charter provides for Tacoma Public Utilities to be governed by a five-member Public Utility Board. The Tacoma City Council appoints the five Public Utility Board members to five-year terms. While the Public Utility Board is the governing body and provides policy guidance, some matters, such as issuing bonds and fixing utility rates, also require formal Tacoma City Council approval.



TPU power line workers

Over the next 25 years, the City plans to continue to work with service providers to maintain existing infrastructure and invest in expanded or new infrastructure to support planned growth and the development patterns that are called for in the Land Use Element. The City will also continue providing water, electric, and telecommunications services to areas outside of its boundaries through Tacoma Public Utilities (TPU) in coordination with the relevant jurisdictions.

PUBLIC FACILITIES + SERVICES PROVIDED BY THE CITY

Electricity

The City of Tacoma's 2015 Capital Facilities Program and TPU's 2011 *Transmission and Distribution Horizon Plan* and 2013 *Integrated Resource Plan* provide an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. These plans are adopted by reference herein. A summary of this information is provided below.

TPU's power utility serves a 180 square mile area that includes the cities of Tacoma, University Place and Fircrest; portions of the cities of Fife, Lakewood, Federal Way and Steilacoom; Joint Base Lewis-McChord; and portions of Pierce County as far south as Roy. The area is diverse, ranging from industrial and high-density urban areas to sparsely populated rural areas.

TPU acquires its power from a diverse mix of resources. The utility's present power requirements are supplied from seven hydroelectric dams owned by TPU, purchases from hydroelectric resources owned by others, purchases



TPU's administration building

from the Bonneville Power Administration, and through contractual arrangements with the Grand Coulee Project Hydroelectric Authority and Grant County Public Utility District. Additional power supplies are procured from the wholesale energy market through both short-term and medium-term contracts as needed. TPU's transmission system is interconnected with the regional transmission network and includes high voltage 230 kV facilities and high voltage 115 kV facilities. The transmission facilities provide wholesale transfer service, integrate generation and serve retail loads. TPU also owns, operates, and maintains overhead and underground distribution facilities to serve its customers. This includes both 12.5 kV and 13.8 kV distribution lines, which are fed from distribution substations.

From the 1990s to the early 2000s, TPU's overall load decreased from around 660 aMW per year to around 550 aMW. TPU's conservation efforts were likely partially responsible for the decrease, as well as the economic recession. Conservation is an integral component in TPU's resource strategy. From 1990 to 2012, the utility spent approximately \$101.2 million on conservation. Because of these expenditures, TPU's overall load in 2012 was estimated to be 35 aMW lower than it would otherwise have been.

TPU has sufficient surplus energy to meet forecast loads well into the 2020's. Over the past decade, the utility has experienced load growth. Loads are forecasted to reach pre-2000 levels again around 2028. The

South Service Area (which includes communities south of Tacoma), Tideflats (which includes the Port of Tacoma), and downtown Tacoma are expected to experience the most load growth. Tacoma Power anticipates transmission constraints in meeting future load growth, system reliability and operational flexibility. It will be necessary to address these transmission constraints in order to operate and maintain a reliable and safe system. Certain high load growth areas will also require one or more new distribution substations and expansion of the existing distribution substations to meet the future load. Furthermore, aging electrical facilities require replacement programs to ensure the system is reliable. Projects planned for the next six years are shown in Table 11.

TABLE 11. 2015–2020 Power Capital Projects + Funding Sources

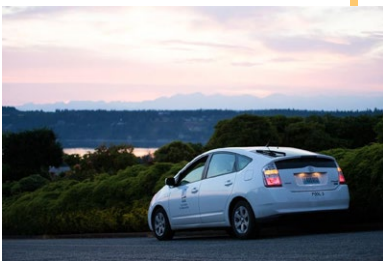
PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
CLICK! Network & Electrical Systems Reliability	\$16,549,000	Utility participation
General Plant Improvements	37,591,440	Utility participation
Power Generation Facility Improvements	148,571,700	Utility participation
Power Management	65,743,000	Utility participation
Transmission and Distribution Projects	190,337,000	Utility participation
Utility Technology Services—Smart Grid	52,407,000	Utility participation
TOTAL	511,199,140	

Source: Tacoma 2015 Capital Facilities Program

General Municipal Facilities + Other Community Facilities Projects

The City of Tacoma’s 2015 Capital Facilities Program provides an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. A summary of this information is provided below.

The City’s general municipal facilities provide locations to directly serve the public and to house City employees. The City has five such facilities, including the Fleet Services located at 3639 S Pine St, Municipal Service Center located at 1224 Martin Luther King Jr. Way, Tacoma Municipal Building located at 747 Market St, Union Station located at 1717 Pacific Ave and Tacoma Municipal Building North located at 733 Market St.



Environmentally friendly vehicle from the City of Tacoma fleet

Within the next six years, there is the need to maintain existing facilities. Also, the City plans to construct a new consolidated Public Works Maintenance Facility. The proposed facility is approximately 28,500 square feet and will provide parking for service vehicles. Given the City's population growth target, it is likely that additional capital improvements including new or expanded general municipal facilities will be needed by 2040. Capital projects planned for the next six years are listed in Table 12.

TABLE 12. 2015–2020 General Municipal Facility Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
ADA Transition Plan Implementation	\$516	Debt financing (2010 LTGO Bond D)
Municipal Complex—Deferred Maintenance	2,680,000	City fund 5700 (municipal building acquisitions and operations)
Municipal Complex—Elevator Upgrades	1,311,487	City fund 3211 (capital projects), City fund 5700 (municipal building acquisitions and operations), REET contribution
Municipal Complex—Exterior	3,000,000	City fund 5700 (municipal building acquisitions and operations)
Municipal Complex—Fire Pump Replacement	200,000	City fund 5700 (municipal building acquisitions and operations)
Municipal Complex—Interior & Access Improvements	814,483	City fund 5700 (municipal building acquisitions and operations)
Municipal Complex—Mechanical & Electrical Replacement	300,000	City fund 5700 (municipal building acquisitions and operations)
Municipal Complex—Shower & Locker Facility	500,000	City fund 5700 (municipal building acquisitions and operations), city fund 0010 (general fund)
Municipal Complex—Various Tenant Improvements	1,200,000	City fund 5700 (municipal building acquisitions and operations)
Public Works, Proposed New Maintenance Facility	10,000,000	Debt financing
Public Works, Streets Operations, Deferred Maintenance ¹	1,676,000	City fund 5700 (municipal building acquisitions and operations)
TOTAL	21,682,486	

¹ Deferred maintenance refers to maintenance projects that were previously planned but postponed due to lack of funding or other factors.

Source: Tacoma 2015 Capital Facilities Program

In addition to general municipal facilities, the City also makes capital investments in other types of community facilities projects including arenas, stadiums and theaters; exhibition and convention facilities; community and human service facilities; and community development projects. Table 13 shows the total cost and funding sources for these types of projects that are planned for the next six years. Please see the 2015 Capital Facilities Program for additional details.

TABLE 13. 2015–2020 Community Facilities Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
Arenas, Stadiums + Theaters	\$38,840,000	City fund 0010 (general fund), City fund 3211 (capital projects), City fund 4180 (Tacoma Dome capital reserve)
Exhibition + Convention Facilities	450,000	City fund 4165 (convention center)
Community + Human Service Facilities	9,567,464	City fund 0010 (general fund), City fund 5700 (municipal building acquisitions and operations), debt financing, state grants, Metro Parks Tacoma contribution
Community Development Projects	114,769,851	City fund 0010 (general fund), City fund 1060 (gas tax), City fund 3211 (capital projects), City fund 6660 (Foss Waterway Agency fund), debt financing, state grants, federal grants, property owner assessments, REET contribution, utility participation, additional funding TBD
TOTAL	163,627,315	

Source: Tacoma 2015 Capital Facilities Program

Fire + Emergency Medical Service



Tacoma Fire Department

The City of Tacoma’s 2015 Capital Facilities Program and the Tacoma Fire Department’s Facilities Master Plan provide an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. The Tacoma Fire Department’s Facilities Master Plan is adopted herein. A summary of this information is provided below.

The Tacoma Fire Department is responsible for delivering fire protection, emergency rescue and EMS to residents of a 71.6 mile service area

including Tacoma, Fife, Fircrest and the unincorporated area of Pierce County protected by Pierce County Fire District 10. The Department's inventory of fire assets includes 18 fire stations, a marine security joint operations center, alarm repair building, central fire alarm, radio repair facility, training center, vehicle shop, prevention center and 32 fire apparatus (ladder trucks, engines, fireboats, command units, air units, hazardous materials units, water tender units, technical rescue support vehicles, and emergency medical support vehicles and units). Additionally, two fire stations located in Fife and Fircrest, owned by Pierce County Fire District No. 10 and the City of Fircrest respectively, provide fire protection and emergency medical service through joint service agreements with those. Fire Station 6 (1015 E. "F" Street) has been temporarily closed as a result of reductions in the General Fund 2011–2012 and 2013–2014 budgets due to the impact of the Great Recession.

The Department's mission drives its service delivery model—an operational structure and response system that ensures it is always prepared and ready to respond to any type of emergency. The Department recently completed a comprehensive assessment of its facilities needs with a goal of more effectively mitigating risk to the community and as part of its Commission on Fire Accreditation International (CFAI) reaccreditation effort. The assessment included development of a Facilities Master Plan and Standards of Cover (level of service standards). It found that the Department needs to replace and remodel existing facilities and create a campus facility to improve operational efficiency. Seventy-two percent of existing fire stations and facilities are 40 to 100 years old and many are well beyond their useful life expectancy.

The Department's Facilities Master Plan calls for replacing Stations 1, 2, 4, 6, 7, 9, 10, 11, 13, 14, 15 and creating one new station; remodeling Stations 3, 5, 8, 12, 16, 17, 18; and creating a campus facility. The estimated combined cost for these projects is \$180–190 million. City staff were planning to propose a multi-year levy or capital bond to help finance the projects but this financing strategy was delayed due to the Great Recession. Projects planned for the next six years are focused on maintaining existing facilities and are shown in Table 14 on the following page. The City will consider the projects called for in the Department's *Facilities Master Plan* during the Comprehensive Plan timeframe (2015–2040).



Tacoma Fire Department

TABLE 14. 2015–2020 Fire Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
Fire Facilities Deferred Maintenance ¹ , Exterior Repairs	\$1,500,000	City debt financing (2010 LTGO Bond E)
Fire Facilities Deferred Maintenance, HVAC Repair	640,000	City fund 5700 (municipal building acquisitions and operations)
Fire Facilities, Deferred Maintenance	8,280,000	City fund 5700 (municipal building acquisitions and operations)
Marine Security Operations Center ²	0	City debt financing (2009 LTGO Bond D, 2010 LTGO Bond E), federal grant
Port Area Fire Station Improvements	3,200,000	*Funding sources TBD, if no funding is secured the project will be delayed
Renovation & Remodeling of Existing Fire Stations	350,000	City fund 3211 (capital projects)
TOTAL	\$13,970,000	

¹ Deferred maintenance refers to maintenance projects that were previously planned but postponed due to lack of funding or other factors.

² There are no new expenditures planned for 2015–2020 for the Marine Security Operations Center project due to carryover funding from prior years.

Source: Tacoma 2015 Capital Facilities Program

Libraries



The Northwest Room and Special Collections at the Tacoma Public Library

The City of Tacoma’s 2015 Capital Facilities Program provides an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. Tacoma Public Library staff provided updated input on forecast of future needs as part of the Comprehensive Planning process. A summary of this information is provided below.

Tacoma Public Library provides library services to residents of Tacoma. There are currently eight library facilities open to the public. The main library is located at 1102 Tacoma Ave and the other seven are distributed in neighborhoods throughout the City. In recent years the City has struggled to maintain existing facilities with limited funding. It has had to reduce open hours and to close two library facilities –the Martin Luther King

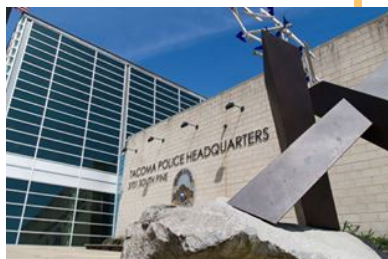
Branch at 1902 S Cedar and the Swan Creek Branch at 9828 Portland Ave E. Tacoma Public Library has seen an increase in use of digital resources and services in recent years and anticipates that this demand will continue to grow. The library is partnering with institutions and schools to increase patrons' ability to access library resources.

Over the coming years, the City plans to maintain existing library facilities. There is a need to develop a capital facilities plan with a detailed strategy for maintenance and repairs. If buildings are properly maintained, the library system has the capacity to meet increasing demand through 2040 by expanding open hours and by increasing digital access. Currently, facilities are open 40-45 hours per week and could be open as much as 65-70 hours per week with the proper funding. Capital projects planned for the next six years are listed in Table 15.

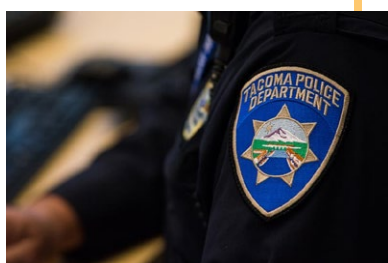
TABLE 15. 2015–2020 Library Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
Fern Hill Library Refurbishment	\$450,900	City fund 0010 (general fund)
Kobetich Branch Refurbishment	65,000	City fund 0010 (general fund)
Libraries Automatic Doors Replacement	480,000	City fund 0010 (general fund)
Library Heat Pump Replacements Master Plan	260,000	City fund 0010 (general fund)
Library Parking Lot Resurfacing Master Plan	80,000	City fund 0010 (general fund)
Main Branch Refurbishment	1,050,000	City fund 0010 (general fund)
Main Library Elevator Upgrade	80,000	City fund 0010 (general fund)
Moore Branch Refurbishment	80,000	City fund 0010 (general fund)
South Tacoma Library Refurbishment	309,000	City fund 0010 (general fund)
Swasey Library Refurbishment	1,071,000	City fund 0010 (general fund)
Wheelock Refurbishment	600,000	City fund 0010 (general fund)
TOTAL	\$4,525,900	

Source: Tacoma 2015 Capital Facilities Program



Tacoma Police Headquarters



Tacoma Police Department

Police

The City of Tacoma's 2015 Capital Facilities Program provides an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. A summary of this information is provided below.

The Tacoma Police Department provides law enforcement for the City of Tacoma. Police facilities include the Police Headquarters located at 3701 South Pine Street, five substations, a firing range and a warehouse. Their combined square footage is 85,043 feet. Tacoma's level of service standard for police facilities is 288.58 square feet per 1,000 people. The City is currently exceeding this standard. However, based on Tacoma's population growth target, the City will require an additional 9,582 square feet by 2040 to maintain this standard. The City will consider expanding existing facilities or constructing a new facility to meet the projected need for additional police facilities. The police department has adequate capacity for the next six years and more. Capital projects planned for the next six years are listed in Table 16 and are focused on maintaining existing facilities.

TABLE 16. 2015–2020 Police Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
Police Headquarters, LEED EBOM	\$150,000	City fund 5700 (municipal building acquisitions and operations)
Police Sector 4 (McKinley), Deferred Maintenance ¹	707,000	City fund 5700
Police—Fleet Warehouse, Deferred Maintenance ¹	765,000	City fund 5700
Police—Fleet Warehouse, Rooftop Unit Replacements	800,000	City fund 5700
TOTAL	\$2,422,000	

¹ Deferred maintenance refers to maintenance projects that were previously planned but postponed due to lack of funding or other factors.

Source: Tacoma 2015 Capital Facilities Program

Solid Waste

The City of Tacoma's 2015 Capital Facilities Program provides an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. A summary of this information is provided below.

The City provides solid waste collection service for single and multi-family housing units, commercial and industrial customers and all other solid waste customers within the City limits. Every other week garbage collection service is mandatory for all residents. Recycling and yard waste collection is an optional biweekly service that is available at no additional cost to residential customers.

The City owned and operated the Tacoma Landfill at 3510 S Mullen St from 1960 to 2013. Since the closure of the active landfill, the site continues to operate as a base of operations and as a transfer station and material recovery facility. The City, under a 20-year contract with Pierce County that was established in 2000, delivers all items that cannot be processed, non-recyclable materials, and waste to the 304th Street Landfill located in Pierce County.

Current landfill capacity is expected to be sufficient for at least six years. Before the City's contract with Pierce County expires in 2020, the City will have the option to extend or renegotiate the contract, or to put out a bid for alternative landfill services. The City does not anticipate constructing a new landfill in the future. The City is currently working to develop a waste management plan and is studying ways to divert waste from the landfill, which may help to reduce the rate of increasing demand for solid waste service between now and 2040. There is only one capital project planned for the next six years, as shown in Table 17.

TABLE 17. 2015–2020 Solid Waste Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
Upgrades and Maintenance to 3510 S Mullen St Facility	\$17,153,000	Utility participation

Source: Tacoma 2015 Capital Facilities Program



Tacoma Solid Waste Management crews delivery larger garbage containers to homes in North Tacoma



A hydraulic hybrid garbage collection truck consumes 33% less fuel than a traditional garbage truck



Environmental Services inspects its stormwater pipes using a hydraulic-powered video camera

Stormwater

The City of Tacoma's 2015 Capital Facilities Program provides an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. A summary of this information is provided below.

The City's stormwater infrastructure includes over 775 miles of pipe and ditch flow paths, 26 holding basins, four pump stations, 660 outfalls, over 11,000 manholes and over 22,500 catch basins. Once it enters the system, stormwater is conveyed to various water courses or bodies in and around the City. All stormwater eventually ends up in Puget Sound. There are a limited number of streets within the City that have no storm pipes or ditches. Surface water on these streets flows to the nearest stormwater facility or is absorbed into the ground. These streets are not concentrated in any particular area.

The City is constantly working to maintain, upgrade and expand its stormwater system. It anticipates continuing to do so for the foreseeable future, with an increasing emphasis on green infrastructure. Determinations are made by the City on a case-by-case basis regarding whether there is adequate capacity to serve new development within established level of service standards. If this cannot be accomplished, detention facilities are required that comply with the current State Surface Water Management Manual. Capital projects planned for the next six years are listed in Table 18.

TABLE 18. 2015–2020 Stormwater Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
Asphalt Plant Site Cleanup	\$471,788	State grant, City fund 0010 (general fund)
Asset Management Program	40,688,700	Utility participation
Facilities Projects	11,500,000	Utility participation
Ongoing LID/Extension Projects	7,050,000	Utility participation
Treatment + Low Impact Projects	6,570,000	Utility participation
TOTAL	\$66,280,488	

Source: Tacoma 2015 Capital Facilities Program

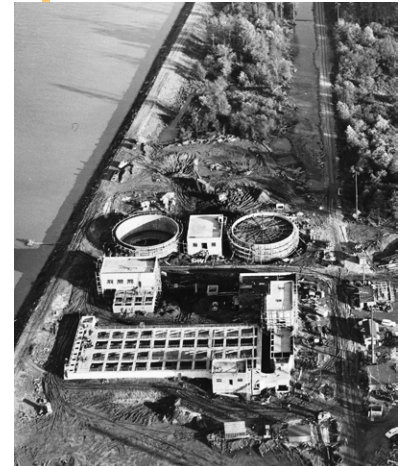
Wastewater

The City of Tacoma's 2015 Capital Facilities Program provides an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. A summary of this information is provided below.

Tacoma's wastewater facilities include the Central, North End and Western Slopes Wastewater Treatment Plants, over 3.5 million feet of main and sewer flow paths and 45 pump stations. The Central and North End Wastewater Treatment Plants provide sanitary sewer service to Tacoma, Ruston, Fircrest, Fife, Milton, parts of Federal Way and parts of unincorporated Pierce County including Dash Point and Browns Point. Wastewater from Tacoma's Western Slopes service area is conveyed to the Pierce County Chambers Creek Facility for treatment. The Western Slopes Wastewater Treatment Plant was taken out of service in 1990.

Between the Central and North End Wastewater Treatment Plants and the City's agreement with Pierce County, the City currently has a total permitted peak hydraulic treatment capacity of 179.9 MGD. This treatment capacity, and the capacity of the overall collection system, is sufficient to meet anticipated demand for the next six years or more. However, collection system capacity is not uniformly distributed throughout the system and no guarantee can be made that there is capacity in every line for every new development. Determinations are made by the City on a case-by-case basis for new developments to ensure that capacity is either available in the existing collection system or is required to be provided by the applicant.

The City is planning to develop a comprehensive sewer plan in the next few years. This plan will provide a long-term strategy for the City's wastewater facilities. It is anticipated that expanded wastewater capacity will be required before 2040. To meet this need, the City will consider upgrading existing facilities, contracting for additional service or building new facilities. The City also plans to maintain and expand the existing collection system to serve projected growth. Capital projects planned for the next six years are listed in Table 19 on the following page.



*Construction of the Central
Wastewater Treatment Plant*



*North End Wastewater
Treatment Plant*

TABLE 19. 2015–2020 Wastewater Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
Central Treatment Plant Projects	\$27,070,000	Utility participation
Collection System Projects	47,000,000	Utility participation
North end Treatment Plant Projects	3,550,000	Utility participation
Pump Station Projects	5,000,000	Utility participation
TOTAL	\$82,620,000	

Source: Tacoma 2015 Capital Facilities Program

Water

The City of Tacoma’s 2015 Capital Facilities Program provides an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. A summary of this information is provided below.

TPU provides water service to residences, businesses and industries located in the cities of Tacoma, University Place, Puyallup, Bonney Lake, Fircrest, Lakewood, Federal Way, the town of Ruston and portions of Pierce and King Counties. TPU also provides wholesale water supplies to independent water purveyors operating in Pierce and King Counties, and is a participant in a regional partnership known as the Regional Water Supply System formed by Tacoma Water, the Lakehaven Utility District, the City of Kent and the Covington Water District.

TPU’s water utility facilities include two office buildings located at S 35th St and S Union Ave and at 130th Ave E and Reservoir Road, 1.2 miles of distribution mains, 150 miles of smaller distribution lines, 25 pump stations, 12 reservoirs, five standpipes and 32 wells. The Green River, located in King County, is TPU’s primary source of water. TPU’s Green River First Diversion Water Right can supply up to 73 million gallons of water each day, but is subject to minimum river flows as established in an agreement reached with the Muckleshoot Indian Tribe. The supply under this water right can be replaced with water from seven wells when water in the Green River is turbid, or cloudy. TPU’s Green River Second Diversion Water Right can provide up to 65 million gallons of water each day. The



The Green River is TPU’s primary source of water



Residential water use

supply under the Second Diversion Water Right is subject to minimum streamflow standards and is the source of supply for the Regional Water Supply System. This water right allows water to be stored in the spring behind the Howard Hanson Dam for use in the summer. In addition to surface and groundwater sources in the Green River Watershed, TPU's wells have a short-term combined pumping capacity of approximately 60 million gallons a day. Based a demand forecast conducted by TPU in 2012 that took into account peak day requirements, the utility has sufficient water capacity through 2060.

TPU's Water Strategic Plan, completed in April 2012, establishes the direction and focus for Tacoma Water capital facilities planning. Capital projects planned for the next six years are listed in Table 20. Over the next twenty years, TPU plans to build a decant facility, water facilities for the Tehelah community in east Pierce County, a fish restoration facility and 4,800 linear feet of distribution mains in a newly acquired service area in Puyallup previously served by Andrain Road Water Association.



Howard Hanson Dam

TABLE 20. 2015–2020 Water Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
General Improvements	\$13,093,435	Utility participation
RWSS Cost Share Eligible Projects	1,771,094	Utility participation
Water Distribution	46,196,730	Utility participation
Water Quality	2,160,000	Utility participation
Water Supply/Transmission/Storage	35,360,391	Utility participation
TOTAL	\$98,581,650	

Source: Tacoma 2015 Capital Facilities Program

PUBLIC FACILITIES + SERVICES PROVIDED BY THE CITY + OTHER ENTITIES

Parks

Park service in Tacoma is provided by the City and by Metro Parks Tacoma. For City-owned facilities, the City of Tacoma's 2015 Capital Facilities Program provides an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. The Green Vision 2030 plan provides the same information for Metro Parks Tacoma, in combination with Metro Parks Tacoma's current Capital Improvement Plan. These plans are adopted by reference herein. A summary of this information is provided below.

There are approximately 1,480 acres of active parks and 3,900 acres of passive open space within the City of Tacoma. Park and open space areas are distributed throughout the City. Active parks are parks intended to meet community needs for a wide range of recreational activities, such as playing team sports, practicing individual physical activities such as running or bicycling, playing on play equipment, having a picnic, and hosting events and classes. Passive open space includes lands that are intended to be left primarily in their natural state with little or no facility improvements.

The City and Metro Parks Tacoma have identified a need to maintain and expand parks facilities in the future. Additionally, community members have provided input that Tacoma's parks should have greater connectivity, be managed in a way that promotes environmental stewardship, provide programming that is accessible to all community members, and provide opportunities for special events and activities that improve cultural awareness and support economic development. Figure 40 shows park and recreation service area gaps in the City of Tacoma, assuming a 3/4 mile service area around active use parks.

Capital projects planned for the next six years by the City are listed in Table 21.



*Trail on the east side
of Snake Lake at the
Tacoma Nature Center*



Roosevelt Park

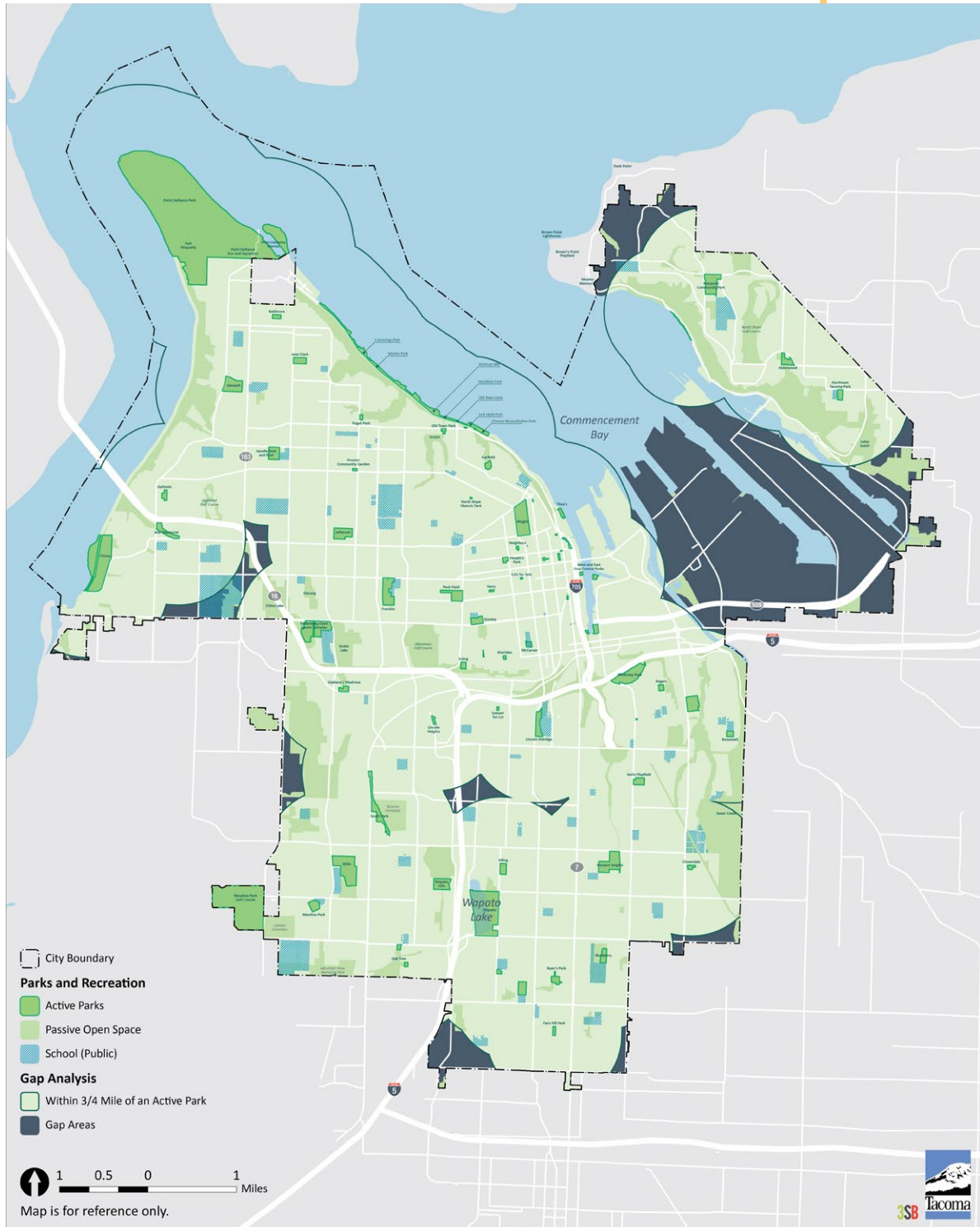


FIGURE 40. Park + Recreation Service Area Gaps

TABLE 21. 2015–2020 City Parks Capital Projects + Funding Sources

PROJECT	2015–2020 EXPENDITURES	FUNDING SOURCES
Central Park Phase II—Foss Master Plan	\$900,000	Metro Parks Tacoma, other funding to be determined
Chinese Reconciliation Park Phase III	382,000	City fund 1195 (open space), City fund 3211 (capital projects), grant funding
Chinese Reconciliation Park Phase IV	4,105,247	City fund 1195 (open space), other funding to be determined
Fireman's Park + Totem Pole Stabilization	57,683	City fund 0010 (general fund), City fund 1060 (public art), City fund 1195 (open space), City fund 3211 (capital projects),
Les Davis Pier—Dive Park, Tire Removal	100,000	City fund 0010 (general fund)
Open Space Access + Active Use Improvements	60,000	City fund 1195 (open space)
Site 1 Park Phase 2	50,000	Private contribution, grant funding
Stadium Way—Schuster Promenade Connector	600,000	Grant funding
Tollefson Plaza Improvements	30,000	City fund 3211 (capital projects)
Waterway Park	3,000,000	Private contribution, grant funding
TOTAL	\$9,284,930	

Source: Tacoma 2015 Capital Facilities Program



Wright Park conservatory

Metro Parks Tacoma has over 70 capital projects planned for the time period of 2015 to 2025, according to their current Capital Improvement Plan. Planned projects include improvements to existing facilities and construction of new facilities. Projects with estimated costs over \$10,000,000 are shown in Table 22. The total estimated cost of all projects (including those estimated to cost under \$10,000,000) is \$483,550,691. Anticipated funding sources include a 2014 bond, state funding, federal grant funding, Metro Parks Tacoma Foundation support, partnerships, donations, funding from the City of Tacoma and other sources.

TABLE 22. 2015–2020 Metro Parks Tacoma Capital Projects + Funding Sources

PROJECTS WITH ESTIMATED COSTS OVER \$10,000,000	ESTIMATED COST	FUNDING SOURCES
Eastside Community Center	\$30,000,000	Bond, state funding, MPT foundation funding, partnerships
Land Acquisition + Development Program	15,000,000	Bond, state funding, MPT foundation funding, City funding, other
New Maintenance Facilities	12,000,000	Bond, MPT general operating fund
North + West Community Center	18,620,000	Other
Point Defiance Marina	11,500,000	Bond, other
Point Defiance Park	121,695,000	Bond, state funding, federal grants, partnerships, donations, City funding, other
Point Defiance Zoo + Aquarium	85,400,000	Bond, MPT foundation funding
South End Recreation + Adventure (SERA) Campus	49,393,240	Bond, state funding, federal grants, MPT foundation support, partnerships, other
TOTAL	\$343,608,240	

Source: Tacoma 2015 Capital Facilities Program

Telecommunications

Telecommunications utilities in the City are provided by private companies and by TPU's Click! service. The majority of Tacoma is served by private telecommunication providers. Their infrastructure is located throughout the City and includes lines, poles, cables, antenna, towers and system hubs. The City has a franchise agreement with private cable provider Comcast. Century Link is another private cable provider that serves the City; it is not required to have a franchise agreement under State Law due to the length of time the company has been in operation. The City also has franchise agreements with private telephone providers including Integra, Sprint, Level 3, Zayo, TW Telecom and LS Networks. The City is currently renegotiating its franchise agreement with ATT. The number of franchise agreements promotes competition among providers.

TPU's Click! network is a state-of-the-art, carrier-grade hybrid fiber coaxial telecommunications network. It is used by TPU's power utility

for transporting data from substations, remote terminal units and other intelligence gathering devices to a central Energy Control Center for load monitoring and management. The network also supports one of the largest two-way smart meter pilot projects in the country. While designed to support power services, TPU also uses Click! to offer telecommunication services to the public including cable television, high-speed data transport and Internet access. The system presently extends along public rights-of-way throughout the cities of Tacoma, University Place, Fircrest, Fife and portions of Lakewood and unincorporated Pierce County.

Transportation

The City of Tacoma's 2015 Capital Facilities Program and Draft Transportation Master Program provide an inventory of existing facilities, forecast of future needs, proposed projects and financing for proposed projects. A summary of this information is provided below.

Transportation facilities in Tacoma include those for pedestrians, bicyclists, transit-users, cars, and freight. These facilities are provided by the City, the State, the Port of Tacoma, private companies, and transit agencies.

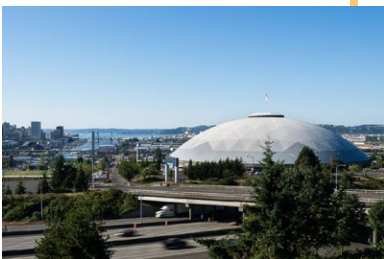
Tacoma's regional setting has a strong influence on travel patterns and future capital improvement needs. The City is bounded by Puget Sound and Commencement Bay (a deep water harbor of international significance), as well as the communities of Ruston, Fife, Federal Way, Fircrest, Lakewood, University Place, and unincorporated Pierce County. Tacoma sits just north of a major military installation, the Joint Base Lewis McChord (JBLM), and is home to the Port of Tacoma. The City is bisected by two major state facilities (I-5 and SR 16) and includes other highways of regional importance (I-705 and SR 509). The City also hosts a segment of the SR 167 gap, which is among the State's top priorities for completing the highway system. Tacoma is served by Pierce Transit, Sound Transit, Intercity Transit, and numerous regional recreational trails, and other state services such as the Tahlequah Ferry and Amtrak. Given the City's location, transportation conditions in the City are strongly influenced by forces beyond the City's control, including pass-through JBLM employees, freight vehicles from the Port, and travelers commuting between Pierce County communities and employment centers to the north.



The Bridge of Glass is a key pedestrian connector between the Foss Waterway and Pacific Avenue



Freight traffic from the Port of Tacoma



I-5 and the Tacoma Dome

The City anticipates the need for significant investments in transportation facility improvements over the next 25 years given planned growth within the City and the larger region. The Draft Transportation Master Program includes a travel demand forecast and a new system completeness level of service standard to ensure that the City's transportation system is built at a rate equal or ahead of the pace of development. Appendix B of the Draft Transportation Plan includes a project list to guide the City's transportation investment priorities over the next 25 years. The types of projects on the list include multimodal conflict studies; pedestrian, bicycle and trail projects; transit projects; auto projects; rail projects; and neighborhood-level improvements.

Capital projects planned by the City for the next six years are listed in the 2015 Capital Facilities Program and are divided into four project types. Table 23 shows the total cost and funding sources for these project types.



LINK light rail in the Theater District

TABLE 23. 2015–2020 City Transportation Capital Projects + Funding Sources by Project Type

PROJECT TYPE	2015–2020 EXPENDITURES	FUNDING SOURCES
Municipal Parking Facilities	\$19,175,923	City fund 4140 (parking garages), debt financing
Municipal Railway	19,070,789	City fund 4500 (Tacoma Rail), debt financing, state grants, federal grants, Puget Sound Regional Council funding, private contribution, additional funding TBD
Non-Motorized Transportation and Streetscape	52,187,760	City fund 0010 (general fund), City fund 1060 (gas tax), City fund 1140 (gas tax/path and trail reserve), City fund 1195 (open space), City fund 3211 (capital projects), debt financing, REET contribution, state grants, federal grants, utility participation, private contribution, additional funding TBD
Road System and Amenities	285,359,073	City fund 0010 (general fund), City fund 1060 (gas tax/heavy haul), City fund 3211 (capital projects), City fund 4500 (Tacoma Rail), debt financing, REET contribution, state grants, federal grants, utility participation, Pierce Transit contribution, Port of Tacoma contribution, Puyallup Tribe contribution, private contribution, additional funding TBD
TOTAL	\$375,792,948	

Source: Tacoma 2015 Capital Facilities Program

The **TIER 1 TRANSPORTATION PROJECT LIST** is comprised of long-range transportation projects that have been evaluated as highest priority based on TMP evaluation criteria, consistency with TMP goals, and reasonable expectations for funding over the planning horizon.

The top priority transportation projects in the Draft Transportation Master Program's long-range list are summarized in Table 24. Although specific funding sources have yet to be identified, the list was created based on reasonable expectations for future funding over the planning period.

TABLE 24. Tier 1 City Transportation Capital Projects

PROJECT TYPE CATEGORY	COST ESTIMATE (\$)	
	Low	High
New Roadway Connections and Complete Streets Improvements	165,369,469	231,340,593
Modal Conflict Studies	1,950,000	3,700,000
Bicycle/Pedestrian Projects	97,159,750	191,708,030
Neighborhood Action Strategy	134,720	545,710
Transit	41,700,000	64,050,000
	\$306,313,939	\$491,344,332

* Indicates funding through partnering agencies, such as Sound Transit or WSDOT

Source: City of Tacoma Draft Transportation Master Plan, 2015

PUBLIC FACILITIES + SERVICES PROVIDED BY OTHER ENTITIES

Natural Gas

Natural gas service is provided to Tacoma residents and businesses by Puget Sound Energy (PSE). PSE is a private utility providing natural gas and electric service to homes and businesses in the Puget Sound region of Western Washington and portions of Eastern Washington, covering 8 counties and approximately 6,000 square miles. As of March 2015, PSE provides natural gas service to approximately 38,920 customers within the City of Tacoma. PSE's operations and rates are governed by the Washington Utilities and Transportation Commission (WUTC). PSE natural gas utility operations and standards are further regulated by the U.S. Department of Transportation (DOT), including the Pipeline and Hazardous Materials Administration (PHMSA).

To provide the City of Tacoma and adjacent communities with natural gas, PSE builds, operates, and maintains an extensive system consisting of transmission and distribution natural gas mains, odorizing stations, pressure regulation stations, heaters, corrosion protection systems, above ground appurtenances and metering systems. Transmission and distribution mains are located along public right of way throughout the City.

PSE updates and files an Integrated Resource Plan (IRP) with the WUTC every two years. The IRP identifies methods to provide dependable and cost effective natural gas service that address the needs of retail natural gas customers. Currently, PSE's supply/capacity is approximately 970 MDth/Day at peak. PSE purchases 100 percent of its natural-gas supplies. About half the natural gas is obtained from producers and marketers in British Columbia and Alberta, and the rest comes from Rocky Mountain States. All the gas PSE acquires is transported into PSE's service area through large interstate pipelines owned and operated by Williams Northwest Pipeline. PSE buys and stores significant amounts of natural gas during the summer months, when wholesale gas prices and customer demand are low, and stores it in large underground facilities and withdraws it in winter when customer usage is highest; ensuring a reliable supply of gas is available.

To meet the regional and City of Tacoma's natural gas demand, PSE's delivery system is modified every year to address new or existing customer growth, load changes that require system reinforcement, rights-of-way improvements, and pipeline integrity issues. The system responds differently year to year and PSE is constantly adding or modifying infrastructure to meet gas volume and pressures demands. Major construction activity that is anticipated in the City of Tacoma in the next 20 years includes the following: four miles of 16" high pressure gas main to serve a new liquid natural gas facility located in the Port of Tacoma and to provide system reliability to the southern service area; a new liquefied natural gas plant; potential mitigation due to Interstate-5 High Occupancy Vehicle Lane settlement; and providing new service to the Point Ruston development. PSE also plans for ongoing work to maintain the integrity of its natural gas system.

Schools

Tacoma Public Schools (TPS) is the third largest district in Washington State serving more than 28,000 children in kindergarten through grade 12. The



*Mixed-use development
in Point Ruston*

*Geiger Elementary
School courtyard*



McCarver Elementary School



*Athletic field at Stadium
High School*

district has 35 elementary schools, nine middle schools, five comprehensive high schools, and 14 alternative learning sites. These schools are located throughout neighborhoods in Tacoma and Fircrest. TPS has more than 5,000 employees and is one of the largest employers in Tacoma.

In 2013 voters approved a \$500 million bond issue that will replace or modernize 14 schools and make nearly 200 facility improvements to many other schools in the district. There are five schools that are not planned for improvements due to recent construction or high quality condition. The 14 schools planned for replacement or modernization have an average age of 74 years. They are shown in Table 25. Improvements to Washington Elementary School were completed in 2014. According to the District's construction schedule, improvements to the remaining 13 schools are planned to take place between 2015 and 2020.

The school district is in the process of developing a new 30 year master plan. The plan is targeted for completion in winter 2015/16. The City will incorporate new information from this plan into the Capital Facilities Element as part of its annual Comprehensive Plan amendment process.

TABLE 25. Location of Schools Planned for Replacement

LOCATION	SCHOOL
Eastside Neighborhood of Tacoma	Boze Elementary School Mary Lyon Elementary School
South End Neighborhood of Tacoma	Birney Elementary School Stewart Middle School
South Tacoma Neighborhood of Tacoma	Arlington Elementary School
Central Neighborhood of Tacoma	McCarver Elementary School
West End Neighborhood of Tacoma	Hunt Middle School Downing Elementary School Science and Math Institute (SAMI) Wilson High School
North Tacoma Neighborhood of Tacoma	Grant Elementary School Washington Elementary School
Northeast Neighborhood	Browns Point Elementary School
City of Fircrest	Wainwright Elementary School

