



Tacoma

The City of
Tacoma, Washington

(Population 198,400 – the 111th Largest City in the United States)

In the late 1800s, Tacoma became known as “The City of Destiny.” While it was true then, it is even truer today. Tacoma is a city with a great deal of energy, boundless potential and a “can do” spirit. Over the past 15 years, it has undergone an incredible renaissance and its City Manager’s position is a fantastic opportunity for the right person.

Located in the Pacific Northwest on Commencement Bay off of Puget Sound and between Seattle and Olympia (the state capital), Tacoma is a city with broad shoulders and a strong back. It is an unpretentious place and its heritage reflects its beginnings as the western terminus of the Northern Pacific Railroad and as a deep-water port. It retains its hometown feel and the people are friendly, progressive and down to earth. They take pride in their community and want the best for it.

Although the City is filled with established neighborhoods, newcomers are readily accepted and can have an impact even though they are not “from here.” Tacoma is also the right size – large enough to have many of the amenities of a large city yet small enough to be manageable, get things done, and to feel like a neighborly small town.

The City has an active creative arts community and cultural opportunities abound. If you like museums, the City boasts the Museum of Glass, the Tacoma Art Museum and the Washington State History Museum. The Broadway Center for the Performing Arts is home to three theaters (the Pantages, the Rialto and the Theater on the Square), two of which are on the National Historic Register. Performing arts organizations using these theaters include the Tacoma Opera, Tacoma Symphony Orchestra, Northwest Sinfonietta, Tacoma City Ballet, Tacoma Concert Band, Tacoma Philharmonic, Tacoma Youth Symphony, Theatre Northwest, and Puget Sound Revels (one of ten Revels organizations nationwide).

City Manager

If you prefer the outdoors, start with Point Defiance Park. With 702 acres, it is the second largest urban park in the United States and home to the Point Defiance Zoo and Aquarium, the Rose Garden, the Rhododendron Garden, beaches, trails, and notably a stand of old growth forest. Then move to Ruston Way, a waterfront area along Commencement Bay north of downtown Tacoma which hosts several public parks connected by a multi-use trail and interspersed with restaurants and other businesses. Public parks along Ruston Way include Jack Hyde Park, Old Town Dock, Hamilton Park, Dickman Mill Park, Les Davis Pier, Marine Park and Cummings Park. The trail is popular with walkers, runners, and cyclists and has several beaches with public access. Mount Rainier is 60 miles to the southeast and the Pacific Ocean is 80 miles to the west. Tacoma is an outdoors person's paradise with hiking, cycling, fishing, hunting, boating, diving and many other outdoor activities within easy reach. The city is home to a professional sports team, the Tacoma Rainiers (the Triple A affiliate of the Seattle Mariners).



In addition to its wonderful people, Tacoma's quality of life is what makes it special. The area is naturally beautiful and virtually everything you want and / or need is readily accessible. Housing is priced quite reasonably, particularly when compared to Seattle and other cities to the north. The city hosts several colleges and universities, including the University of Puget Sound and the University of Washington Tacoma (UWT). Finally, the medical facilities are outstanding, including those affiliated with Multicare Health Systems, Franciscan Health Systems, and Group Health Cooperative.

In other words, while Tacoma is sometimes referred to as the "downtown of the South Puget Sound," it is a major player in its own right and a great place to live, work and play.

History

The known history of the region begins with the Puyallup Indian Tribe. In their aboriginal language the Tribe was known as the S'Puyalupubsh, meaning "generous and welcoming behavior to all people (friends and strangers) who enter our lands." Tribal members lived off the land for thousands of years and it provided for all their needs.



In 1792, as part of an expedition led by Captain George Vancouver, Lt. Peter Puget explored the area and named many of the local sites. The Hudson Bay Company established a trading post in the area in the early 1830s. At the time, approximately 2,000 members of the Puyallup Tribe lived in the area and welcomed new settlers until they realized they were being crowded out. In 1854, the Medicine Creek Treaty was signed. The Tribe ceded most of its territory but reserved certain lands and rights — including fishing rights. Over the next 32 years the boundaries of the reservation were renegotiated and expanded until it eventually included 28.5 square miles.

The Northern Pacific Railroad (NP) was awarded a land grant to construct a rail line from Lake Superior to Puget Sound. In 1873, NP announced its terminus would be on Commencement Bay and named its city “Tacoma”, after the Puyallups’ mountain Takkobad. This action created further problems because the Puyallup Tribe lost more land and waterfront – some of which is now the Port of Tacoma. The 1877 Dawes Act broke the reservation into allotments. In 1893 any allotments not being used for Indian homes were to be auctioned off. Over the next 10 years, half of the reservation was sold.

In the 1950s members of the Tribe began a series of actions which ultimately led to their claims being settled in 1988. The settlement gave the Tribe compensation in excess of \$75 million. In 1997, the Puyallup Tribe opened the Emerald Queen Casino in Tacoma on a paddlewheel riverboat. This casino was later replaced by a more extensive facility in Tacoma, and a second casino opened in nearby Fife in 2005.

Tacoma, as a city, got its start in 1864 when pioneer and postmaster Job Carr built a cabin in what is now the Old Town area of Tacoma. He later sold most of his claim to developer Morton McCarver, who named his project Tacoma City. The City itself was incorporated in 1875 and the transcontinental rail link was completed in 1887. With it, the City became a thriving commercial center. The population grew from 1,098 in 1880 to 36,006 in 1890. Rudyard Kipling visited Tacoma in 1889 and said it was “literally staggering under a boom of the boomiest”. The discovery of gold in the Klondike in 1898 led Tacoma’s prominence in the region. As time passed, Tacoma

developed into a major port city with a significant timber industry nearby and became the home to the Weyerhaeuser Company, one of the largest pulp and paper companies in the world.

In 1951, an investigation by a state legislative committee revealed widespread corruption in Tacoma’s government, which had utilized a commission-style since 1910. Voters approved a change to the Mayor and Council / City Manager system in 1952.

Tacoma experienced a long decline through the mid-20th century and in the late 1970s Tacoma was characterized by Harold Moss, who later became mayor, as looking “bombed out” like “downtown Beirut” (a reference to the Lebanese Civil War that occurred at that time.) “Streets were abandoned, storefronts were abandoned . . . City Hall was the headstone and Union Station the footstone” on the grave of downtown. This picture began to change around 1990. Among the projects associated with the downtown renaissance were: the federal courthouse in the former Union Station (1991); the Washington State History Museum (1996) echoing the architecture of Union Station; the conversion of a group of century-old brick warehouses into the University of Washington Tacoma campus; the numerous privately financed renovation projects near the UW-Tacoma campus; the Museum of Glass (2002); the Tacoma Art Museum (2003); and the region’s first light-rail line (2003). Further, the crime which the city struggled with in the 1980s and 1990s has declined dramatically with community policing and other strong efforts on the part of the city. Almost as importantly, the pulp and paper mill eliminated its odor issues in the late 1990s.

Commerce

Tacoma is the home of several international companies including staffing company TrueBlue Inc. (formerly Labor Ready), Simpson Tacoma Kraft (a lumber and pulp firm) and the food companies Roman Meal and Brown and Haley. The city is also known as a business incubator as Weyerhaeuser, Baskin and Robbins, Hill Haven, Nalley Food and Russell Investments all began their businesses in Tacoma. In the last year, 1,200 more businesses opened than closed. The area’s largest employers are listed in Table 1.

Geography, Demographics and Climate

Tacoma is located on a low, flat area adjacent to the south end of Puget Sound, halfway between Olympia and Seattle. The City has four distinct but relatively mild seasons. Average summer temperatures range from 52° to 77° Fahrenheit and in the winter range from 35° to 47°. On average the city experiences 201 cloudy days a year and partly cloudy another 93 days. The area's reputation for rainy days comes from the frequency and not the total accumulated rainfall. In fact, its annual average rainfall is approximately 37 inches, less rain than what is received in New York, Atlanta, or Houston.

Tacoma is the third largest city in Washington State and the 111th largest in the United States. While Tacoma has a population of approximately 200,000, about 1.5 million live within a 10 mile radius of the City. In terms of demographics, 26% of the City's population is under 20 years of age, 24% are from 20 to 34 years old, 21% from 35 to 49, 18% from 50 to 64 and 11% over 65. Ethnically, 65% are white, 11% African American, 8% Asian, 2% American Indian, 1% Pacific Islander, 5% other and 8% two or more races. Hispanics make up 11% of the population. The per capita income was estimated to be \$24,104 and the median household income was \$47,728. The unemployment rate in July 2011 was 9.6%.

The Government

Local government in Tacoma is overseen by a nine member council (elected to staggered four year terms). The mayor and three other members are elected at large while the other five members represent geographic districts. Members are allowed to serve on the City Council up to ten consecutive years (or two and a half terms – recognizing a council member may be appointed midterm) before they must step down. The next election occurs in November of this year. One council member is term limited. The incumbents in the other three seats are all running in the election. Two were appointed to their seats after the last election and hence are running for the first time. The Council Members are collegial and respectful of one another. They genuinely seem to like each other and have fun together. They may not agree

Table I: 30 Largest Tacoma Area Employers

Rank	Employer	Staff
1	Joint Base Lewis-McChord	55,603
2	Local Public Schools (K-12)	13,735
3	Multicare Health System	6,756
4	Washington State Employees	6,662
5	Franciscan Health System	5,507
6	Pierce County Government	2,947
7	Washington State Higher Education	2,720
8	City of Tacoma	2,316
9	Emerald Queen Casino	2,230
10	Boeing	1,450
11	Wal-mart	1,447
12	Tacoma Public Utilities	1,354
13	Fred Meyer Stores	1,301
14	U.S. Postal Services	1,174
15	Safeway Stores, Inc.	1,123
16	Costco	1,115
17	Washington State National Gaurd	1,100
18	State Farm Insurance	1,071
19	Pierce Transit	981
20	Puyallup Tribe	951
21	Davita	930
22	Comcast Cable	923
23	Longshore Labor Union	901
24	Intel Corporation	900
25	Albertson's, Inc.	857
26	Milgard Manufacturing, Inc.	809
27	Key Bank	753
28	Metropolitan Park District	748
29	McDonalds Resturants	729
30	Catholic Community Services	702

Source: Tacoma News Tribune, 2011

on everything but they do not make the disagreements personal. They hold the staff in high regard and do not get involved in the day-to-day operations. All have the best interests of the City at heart.

The City provides residents with most of the standard governmental services including Community and Economic Development, Municipal Court, Fire (including emergency medical services), Human Rights and Human Services, Library, Police and Public Works (including solid waste, streets, stormwater and sewer). The department directors and staff are capable and work well together. They are friendly, customer-service focused, and many have been with the City over considerable periods of time. They have a sense of community and a passion for their work.

The Tacoma Public Utilities Department at the City of Tacoma provides electricity, water, telecommunications and rail services. The rail system is a freight line and is one of the largest short line railroads in the country with over 200 miles of track. The Utility operates under the guidance of a board appointed by the City Council. One unique aspect of the relationship between the Utility and the City is that the Utility is required, by charter, not to duplicate central services. Hence, it uses the City's Finance, Human Resources, Legal, and Information Technology Departments.

The majority of parks in the city are owned and operated by Metro Parks Tacoma, which is an independent authority whose board is directly elected by the public. The City does oversee a few parks.

The final element of government is the Port of Tacoma. It is an independent authority and routinely handles over 17 million tons of cargo each year. It is in fact one of the ten largest container ports in North America. It is also only 60% developed and the only port on the West Coast with any significant development / expansion capability.

Overall, the City has been well-run and is financially stable. While other cities are in dire financial straits and are reducing budgets and staff, Tacoma has not had to do so. The current, biennial total budget is \$2.7 billion and composed of the General Fund of \$399 million, Special Revenue Funds Budget

of \$259 million, Enterprise Funds of \$1.4 billion (composed primarily of Tacoma Public Utilities at \$1 billion), Trust and Agency Funds of \$400 million, Internal Services Funds of \$146 million, Capital Projects Funds of \$75 million and Debt Service Funds of \$14 million. Including the employees at Tacoma Public Utilities, the City has a total of 3,872 employees. 1,225 are paid by the General Fund, 321 by Special Revenue Funds, 17 by Capital Projects Funds, 2,040 by Enterprise Funds, 254 by Internal Services Funds and 14 by Trust and Agency Funds. The City's primary sources of revenue are: Business Tax (19.6% of the total), Property Tax (25.4%), Sales Tax (21%) and Utility Tax (22.2%).

The majority of the City's workforce is represented by 12 unions and has 29 bargaining units. The unions representing city employees are the Tacoma Police Union IUPA, Professional & Technical Engineers Union, IUPA Tacoma Police Management Association, Tacoma Fire Fighters Union, two Teamsters Unions, Washington State Council of County & City Employees, IAM and AW International Association of Machinists and Aerospace Workers, International Brotherhood of Electrical Workers, Professional Public Safety Managers Association, United Transportation Union, and the Brotherhood of Locomotive Engineers.

Challenges and Issues

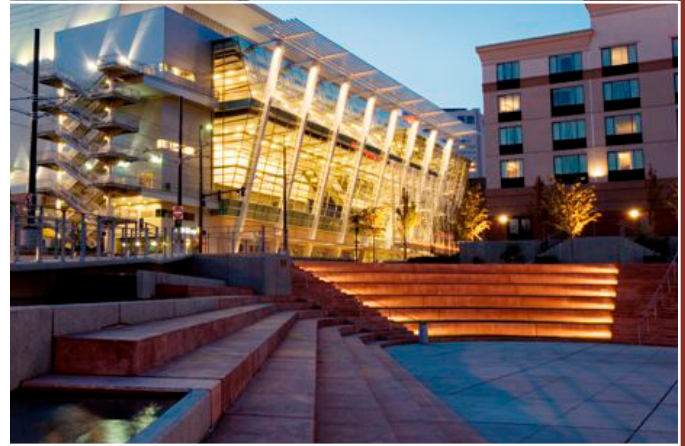
While Tacoma has many positives, it also has some significant concerns. First, although the City has been stable, it has balanced its 2011-2012 budget using reserves and borrowings. If the economy does not turn around before the 2013 – 2014 biennial budget is completed, the City will likely face a significant budget gap. Second, the economic development effort needs to be more effective. The City has much to offer. It has inexpensive water and electricity, and public / private partnerships offer opportunities as well. Tacoma has enormous potential but a realistic vision and strategy needs to be developed and implemented. Maintenance of its infrastructure has lagged – most notably the City's streets and the Tacoma Dome. The total cost of street restoration is estimated at \$1 billion. Government in the City is multi-faceted. One Council Member described it as having four City Managers – one for the City, one for Utilities, one for Parks and one for the Port. Developing strong, positive

relationships with the other leaders to create synergy and a better Tacoma is a must. Finally, while the City has come a very long way, there is always room for improvement in terms of blight.

The Ideal Candidate

The elected officials in Tacoma are looking for a servant / leader / partner / advisor. They want someone who will facilitate the Council's agenda and carry out its responsibilities; a manager who understands that the elected officials set policy and who will then thoughtfully distill the alternatives into reasonable options. The individual will present all the best options – not just the one the manager thinks is best – and do so in a way that gives the Council the information and time it needs to evaluate the options and make the best decision. She/he will recognize their role as facilitating the Council's agenda. The individual should also be an outstanding leader and mentor of the staff. He/she will be the chief implementer but realize one person cannot do it all. Teamwork will be important as will an understanding of the need to involve all parties. The individual will provide direction and resources while relying on the staff to get it done. She/he will be on top of what is going on in the organization without insisting on being intimately involved and/or micromanaging. Accountability will be important and the manager will expect projects to be completed on time and within budget. He/she will be an experienced professional who can foresee the consequences of actions and who can advise the elected officials so they can optimize what they do. The manager will also help the Council define the City's core mission and help the City avoid distractions from that mission.

Personally, the manager will be honest, ethical, an outstanding communicator and a problem solver. The individual will believe in transparency, openness and in keeping the elected officials and the staff fully informed. She/he will be creative, straightforward, strong and self-confident enough to tell the Council what it needs to hear, not what it wants to hear. Tact and diplomacy are essential as are energy, a critical eye and a love for the City. The manager will represent the City well and have outstanding communication skills. Ideally the individual will be a cheer leader for the City and be relentlessly positive.



He/she will be equally comfortable speaking to a group of Chief Executive Officers as to a homeless person. The individual will relish being involved in the community and reach out to all aspects from business to neighborhoods, non-profit organizations, the arts and educational communities. She/he will be a strategic thinker who takes the long term view, someone who understands how decisions made today on one project will impact the future fabric of the City. A sense of humor will be critical. The individual will understand politics but not be politically involved. He/she must have the ability to help the elected officials develop and/or refine their vision for the City and its future. A willingness to challenge established thinking is critical, and strong negotiation skills will be very important.

In terms of experience, the City is looking for someone with a strong record of achievement and an outstanding knowledge of economic development, finance and urban design. Tacoma has a sense of place and a vision. It also has developed a number of strategies to achieve them but there is a sense that all the pieces are not in place or fully integrated yet. Rendering exceptional services is important to the City, and some experience with them will be helpful. Furthermore, experience working with unions, the media, other governmental agencies, public / private partnerships and with Native American tribes are all elements that the City desires in a candidate.

The position requires a Bachelors degree, with a Masters degree preferred. Ten years of senior level management supervising or managing a complex organization is ideal.

Compensation

The salary range is \$183,600 to \$235,370. Benefits are excellent.

Residency

Residency in the city is required under the City Charter.

Confidentiality

Candidate names will not be released without the candidates' permission. However, it is expected that, after the City selects finalists, some form of public participation will be incorporated into the candidate evaluation process and the finalists' names will be released.

How to Apply

E-mail your resume to Recruit29@cb-asso.com by October 21, 2011. Faxed or hard copy applications will not be considered. Please direct all of your questions to John Darrington at (509) 619-0880 or (509) 823-5138 or Colin Baenziger at (561) 707-3537.

The Process

Applicants will be screened between October 22nd and November 21st. Finalists will be selected on November 30th, with the expectation that interviews will be held December 8th, 9th and 10th. The final selection will be made on December 13th.

Other Important Information

Tacoma is an Equal Opportunity Employer and values diversity at all levels of its workforce. It encourages minorities and women to apply.

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING