OUR MISSION
Tacoma Public Utilities provides services that are vital to our quality of life.

Power • Water • Rail

NOTEWORTHY
2021 United Way Campaign raised over $202,340; we hadn’t raised over $200k since 2010.

REVENUE & BUDGET
2021 operating revenue
$615.8 MILLION
2021-2022 budget
$1.3 BILLION

SERVING OUR COMMUNITY
TPU HELPED 5,406 HOUSEHOLDS PAY THEIR UTILITY BILLS WITH $3,301,291.19 IN ASSISTANCE

In addition, TPU gave qualifying seniors and adults receiving disability benefits more than $257,540 THOUSAND in discounted utility bills.

LEADERSHIP
We are governed by a five-member utility board, the members of which appoint the Director of Utilities. Board members serve five-year terms.

BOARD
Mark Patterson • Chair
Christine Cooley • Vice-Chair
Carlos M. Watson • Secretary
Joe Bushnell
Holland Cohen

MANAGEMENT
Jackie Flowers • Director of Utilities / CEO
Chris Robinson • Tacoma Power Superintendent
Scott Dewhirst • Tacoma Water Superintendent
Dale King • Tacoma Rail Superintendent
Steve Hatcher • Customer Services Manager
Jim Sant • Deputy Director for Administration

COMMUNITY CONNECTION
EMPLOYEES VOLUNTEERED 190 HOURS
With local nonprofit organizations and...

$282,428 IN CASH, PRODUCTS, AND VOLUNTEER TIME

Information based on 2021 data.
We officially launched three of our six initiatives on our strategic plan:
1. Develop and implement a customer engagement program
2. Inventory and document core business processes
3. Establish and implement a risk management program

### RATES
We are proud to say that our rates are among the lowest in the region.

- **City of Puyallup**: $26 month $311 year
- **City of Bellevue**: $55 month $658 year
- **City of Seattle**: $58 month $701 year

### VALUE OF FIXED ASSETS
$908.7 MILLION

### TOTAL OPERATING REVENUE
$111.4 MILLION

### BOND RATINGS
- **Moody's**: Aa2
- **Standard & Poor's**: AA+

### TAXES WE PAY
- **Tacoma Gross Earnings**: $8.3 MILLION
- **Federal (Social Security)**: $2.0 MILLION
- **State**: $6.5 MILLION
- **Other cities’ and counties’ fees**: $913,574

**Taxes as a percent of total revenue**: 16.7%

### FINANCIAL
As a result of careful financial rate making and risk management processes, our bond ratings are stable, which helps Tacoma Water borrow money at low-interest rates. That helps keep rates low.

- **Value of our fixed assets**: $908.7 MILLION
- **Total operating revenue**: $111.4 MILLION

### BOND RATINGS
- **Moody's**: Aa2
- **Standard & Poor's**: AA+

### TAXES WE PAY
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### CUSTOMERS

<table>
<thead>
<tr>
<th>Type</th>
<th>Inside</th>
<th>Outside</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Residential</strong></td>
<td>101,197</td>
<td>61%</td>
<td>69,945</td>
</tr>
<tr>
<td><strong>Commercial/Industrial</strong></td>
<td>6,945</td>
<td>39%</td>
<td>6,945</td>
</tr>
</tbody>
</table>

**People served directly by Tacoma Water**: 375,626

- Through wholesale connections: 322,340
- In partner service areas: 243,497

### AVERAGE HOUSEHOLD USE

<table>
<thead>
<tr>
<th>Year</th>
<th>Daily</th>
<th>Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>169</td>
<td>61,610</td>
</tr>
<tr>
<td>2019</td>
<td>161</td>
<td>58,755</td>
</tr>
<tr>
<td>2018</td>
<td>170</td>
<td>62,014</td>
</tr>
<tr>
<td>2017</td>
<td>169</td>
<td>61,685</td>
</tr>
<tr>
<td>2016</td>
<td>189</td>
<td>69,056</td>
</tr>
</tbody>
</table>

**Average cost per CCF**: $3.8

1 CCF = 748 GALLONS

**GREEN RIVER UP TO 150 MGD**

**LOCAL WELLS 40 MGD**

**MCMILLIN RESERVOIR**

**67.6 MILLION GALLONS**

**1,292 DISTRIBUTION & 136 TRANSMISSION**

**About the distance from Tacoma to Flagstaff, AZ**

**1,428 MILES OF WATER MAINS**

**95%**

**TOTAL GALLONS USED IN 2021**: 6,898,443,886

**119 square miles of service area**

**119 square miles of service area**

**17 OTHER RESERVOIRS AND STANDPIPES**

### ENVIRONMENT
**WHAT WE DID TO PROTECT LAND AND WATER**

- Salvaged over 4,000 native plants from sites within the watershed for use in current and future restoration projects.
- Planted over 3,000 native plants on the Lester Airstrip restoration site in collaboration with Conservation Northwest and a grant from the Drinking Water Providers Partnership.
- Removed noxious weeds, on a two-acre restoration site, with help from Washington Conservation Corps crews, funded by a Re-Green the Green grant (through King County).
- Mechanically removed 267,000 sq. ft. (0.6 acres) of invasive plant species (primarily blackberry) along a stream supporting spawning salmon. Then planted 1225 native plants to compete with the invasives and provide habitat/water quality improvements over time.

**NOTEWORTHY**

- Completed the Lead Gooseneck project in early 2021.
- Progress continued on two large projects - Advanced Meter and Workforce Connect.
- Launched our new online Water Supply Indicator on our website.
- Installed EV stations in the Water Distribution building and added hybrid vans to the pool.
Tacoma Power continued to help secure the physical and financial safety of customers and employees during the second year of a global pandemic. Large projects (e.g., Advanced Meter, Energy Imbalance Market) saw great success in the face of multiple challenges.

### Lines & Service Area

- **Overhead**: 1,523
- **Underground**: 864
- **Total**: 2,387 miles of power lines

### Generation

- **Distribution & 352 Transmission**
- **Hydroelectric Energy**: 2,035 miles of power lines
- **Miles of Power Lines**: 1,047,245
- **Miles of Square**: 724,155
- **Miles of Distribution**: 336,546
- **Miles of Transmission**: 49

### Customers

- **Total Customers**: 183,524
- **Residential Customers**: 163,870 (56% Inside, 44% Outside)
- **Commercial/Industrial Customers**: 19,654
- **Total People Served**: 426,060

### Environment

- **Average Household Use**
  - **Daily kW**: 32.3
  - **Yearly kWH**: 11,800
- **Environment**
  - **What We Did to Protect Land and Wildlife**
    - Issued 20 new Shoreline Permits to lots with shoreline structures in full compliance with our Shoreline Management Plan at Lake Cushman.
    - Issued 13 new Short-term Licenses for construction for new structures at Lake Cushman.

### Conservation

The utility relies on conservation, as opposed to other, more expensive power sources.

### Noteworthy

- Tacoma Power senior leaders intentionally rolled out the new five-year strategy (for 2021-2025) and refreshed Mission Statement, Vision Statement, and Values to every workgroup across Power.
- Each section within Tacoma Power created action plans to address the lowest scores on the 2020 Employee Satisfaction Survey.
- Safety remained a top priority for Tacoma Power, especially with the increasing number and severity of extreme weather events. Implemented new safety protocols addressing wildfire smoke and high heat events.
- The Arbor Day Foundation named Tacoma Power a Tree Line USA Utility for the seventeenth year in a row.
- The Advanced Meter project staff deployed over 8,000 meters.

### Financial

As a result of careful financial rate making and risk management, our bond ratings are stable which helps Tacoma Power borrow money at low-interest rates. That helps keep rates low.

- **Value of our fixed assets**: $1.125 billion
- **Total operating revenue**: $4.702 billion
- **Bond Ratings**
  - Fitch: AA-
  - Moody’s: Aa3
  - Standard & Poor’s: AA

### Taxes We Pay

- **Tacoma Gross Earnings**: $36.5 million
- **Federal (Social Security)**: $1.125 billion
- **State**: $18.7 million
- **Other cities’ and counties’ fees**: $41.1 million
- **Taxes as a percent of operating revenue**: 14.7%

### Average Household Use

- **Daily kW**: 32.3
- **Yearly kWH**: 11,800

### Employees

- **Total Employees**: 783

### Rates

We are proud to say that our rates are among the lowest in the region.

<table>
<thead>
<tr>
<th>Company</th>
<th>Average Cost per Household (Monthly)</th>
<th>Average Cost per Household (Annually)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snohomish PUD</td>
<td>$1.204 month</td>
<td>$14.452 year</td>
</tr>
<tr>
<td>Seattle City Light</td>
<td>$1.202 month</td>
<td>$14.444 year</td>
</tr>
<tr>
<td>Puget Sound Energy</td>
<td>$1.357 year</td>
<td>$16.328 year</td>
</tr>
<tr>
<td>Tacoma Power</td>
<td>$1.159 month</td>
<td>$14.308 year</td>
</tr>
</tbody>
</table>

### Taxes on Operating Revenue

- **Tacoma Power**
  - $1.125 million

- **Federal (Social Security)**
  - $1.125 billion

- **State**
  - $18.7 million

- **Other cities’ and counties’ fees**
  - $41.1 million

**Total**

- **Taxes as a percent of operating revenue**: 14.7%

### Other Information

- **Tacoma Power** staff attended Equity 101, safety, and environmental compliance training.
- **Senior leadership created and rolled out official Leadership Commitment to Safety and Leadership Commitment to Environmental Compliance.**
- **Multiple external organizations recognized Tacoma Power employees and workgroups, including Vivian DiezWazger (TradeSwoman of the Year Award, Women in the Trades); Jennifer Foster (Union Activist Award, Women in the Trades); Alex Alspaugh, Lay Conn, Sarah Nystrom, Travis Melcalfs and Haley Saul (MarCom Gold Award - Internal Communications Campaign category for their work on the 2021-2025 Strategy campaign).**

### Generation

- **In megawatt-hours produced per year**
  - Mossyrock: 1,047,245
  - Mayfield: 724,155
  - LAGRANDE: 336,546

### Conservation

The utility relies on conservation, as opposed to other, more expensive power sources.

### Saved

**29.4 million kWh**

### Invested

**$8.1 million**

### Average Households Use

- **Daily kW**: 32.3
- **Yearly kWH**: 11,800

### Customers

- **Total Customers**: 183,524
- **Residential**: 163,870
- **Commercial/Industrial**: 19,654
- **Total People Served**: 426,060
Line-haul count increased by more than 3,000 units in 2021 after decreasing more than 16,000 in 2020. An increase in intermodal platform railcars led to a corresponding rise in line-haul revenue and miscellaneous switching of more than $400,000. The Northwest Seaport Alliance (NWSA) experienced volatility in international intermodal trade leading to large monthly volume swings throughout 2021. Unit trains and other commercial traffic were down versus the prior year. Five of the top 10 Tacoma Rail customers experienced rail traffic growth; the North Intermodal Yard, Washington United Terminal, South Intermodal Terminal, Wallenius Wilhelmsen Solutions, and Emerald Services.

**SERVICE AREA**

140 MILES OF TRACK

About the distance from Tacoma to Portland, OR

**CARS SWITCHED**

97,029 IN 2021

95,964 2020

110,922 2019

108,719 2018

107,130 2017

108,719 2016

**FINANCIAL**

Value of our fixed assets
$33.1 MILLION

Total operating revenue
$34.1 MILLION

**TAXES WE PAY**

Tacoma Gross Earnings
$2.8 MILLION

Federal (Railroad retirement & Unemployment)
$2.3 MILLION

State
$1.2 MILLION

Taxes as a percent of total revenue
18.5%

**NOTEWORTHY**

- Rail's mechanical department serviced more than 3,900 mainline locomotives.
- Commercial switching activities were more than 99% on time.
- Added two new locomotives to the fleet.
- Installed new signalized crossings across Marine View Drive for enhanced vehicular safety.

**ONE OF THE BUSIEST SHORT-LINE RAILROADS IN THE COUNTRY**

IN TERMS OF VOLUME AND FREIGHT

**EMPLOYEES**

112

**CUSTOMERS**

32 TIDELANDS DIVISION

9 CAPITAL DIVISION

10 MOUNTAIN DIVISION

**TACOMA RAIL**

TACOMA PUBLIC UTILITIES
Our Service Area