

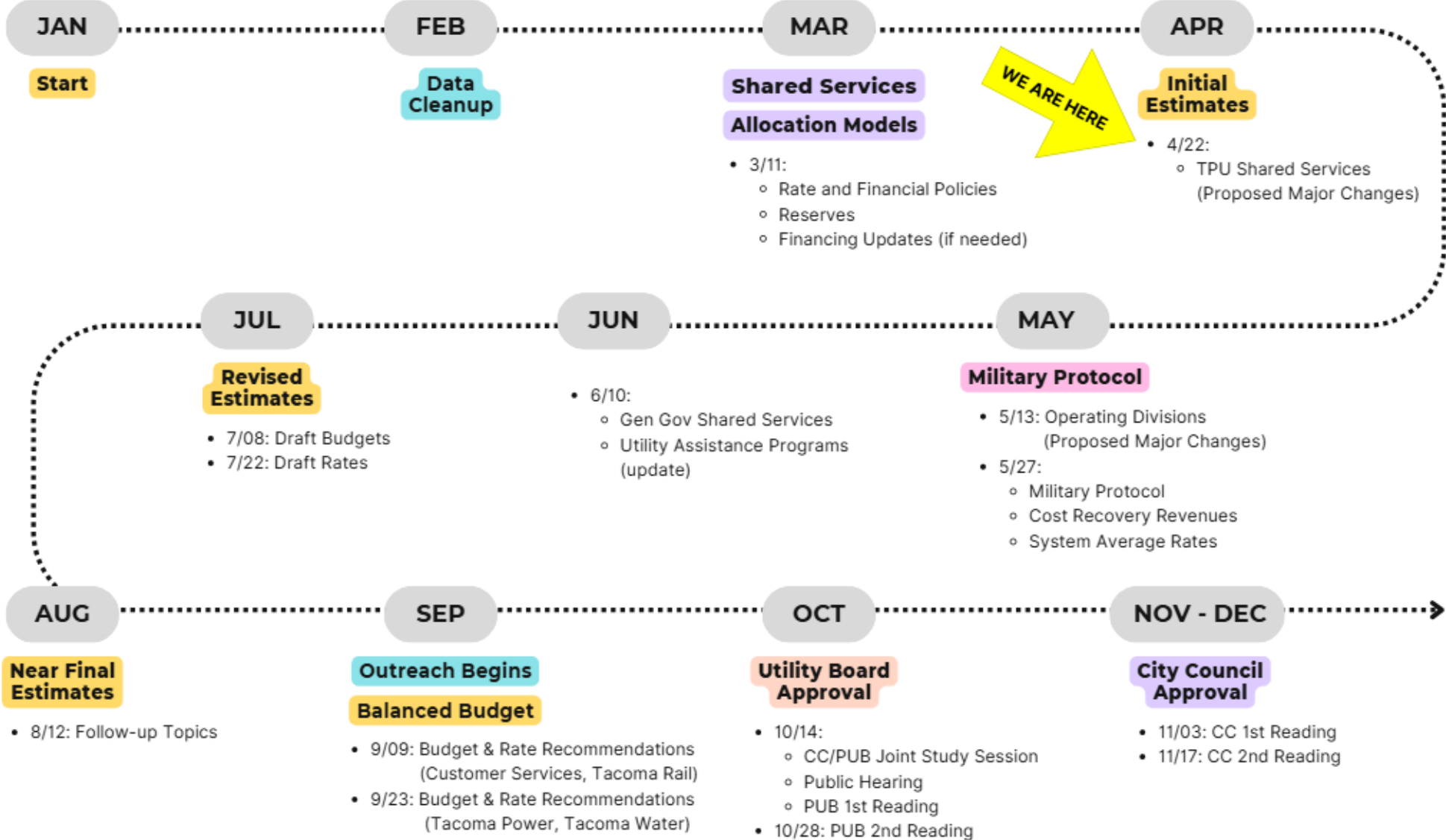


2027-2028 Budget & Rates Shared Services Proposed Major Changes

April 22, 2026



2026 Budget & Rates Timeline



Director's Office and Public Utility Board

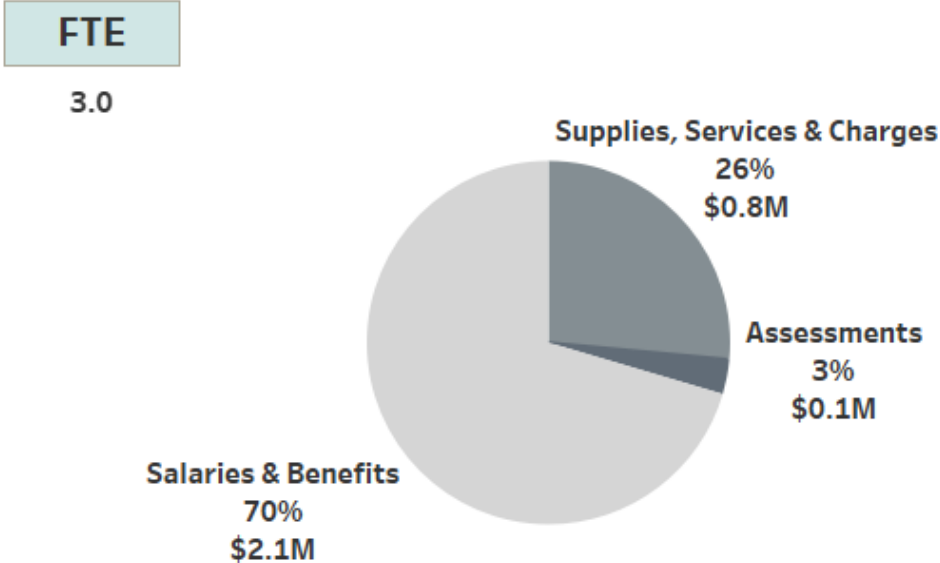


Director's Office

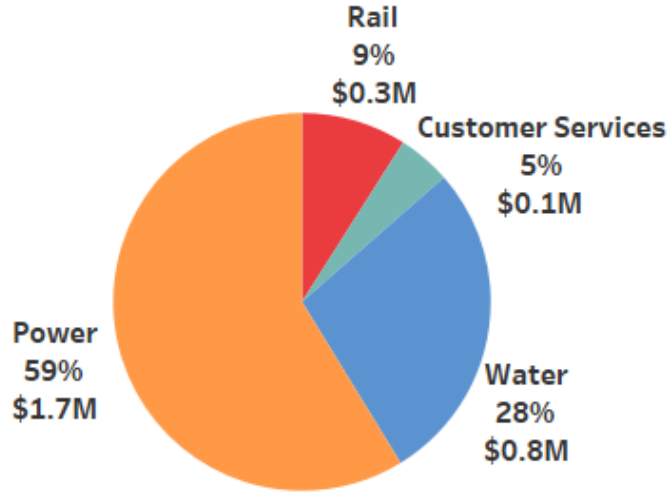


- *Manages all business affairs the Public Utility Board (PUB) and operations of Tacoma Public Utilities (TPU)*
- *Leadership of executive management team*
- *Implementing strategy in support of the PUB's Guiding Principles*

2025-2026 Budget by Category



Allocation Breakdown



Customer Experience and External Affairs



Customer Services

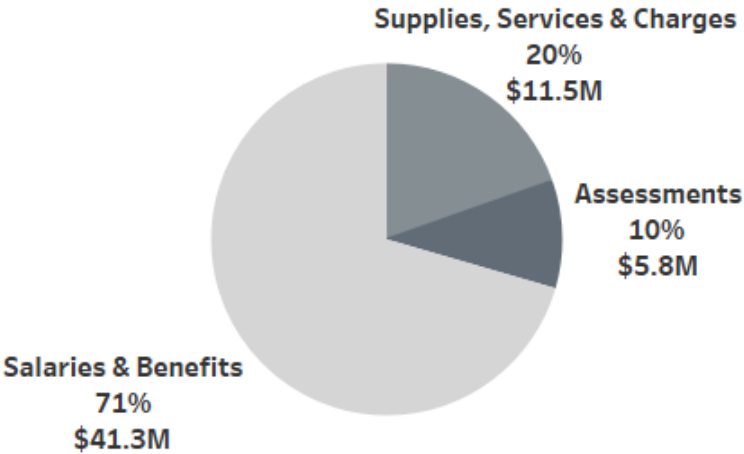


- *Business Office: includes call centers and lobby services*
- *Customer Solutions: offers utility bill assistance programs*
- *Field Services: handles field investigations, billing, as well as mail and print services*
- *Business Enablement: focuses on training, analytics, and project management*
- *Financial and Administrative Support*

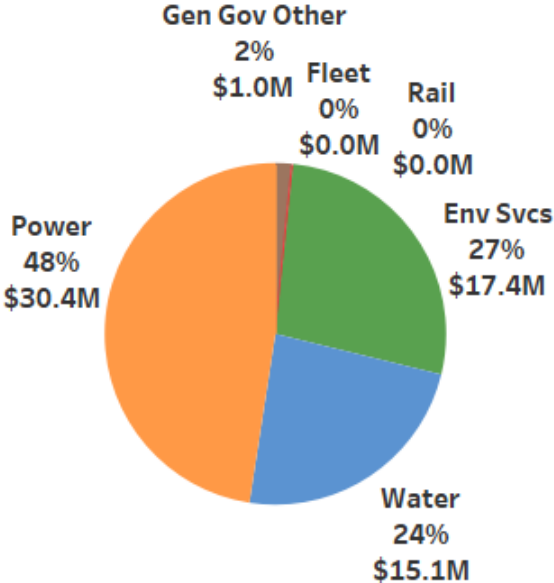
2025-2026 Budget by Category

FTE

149.0



Allocation Breakdown



External Affairs

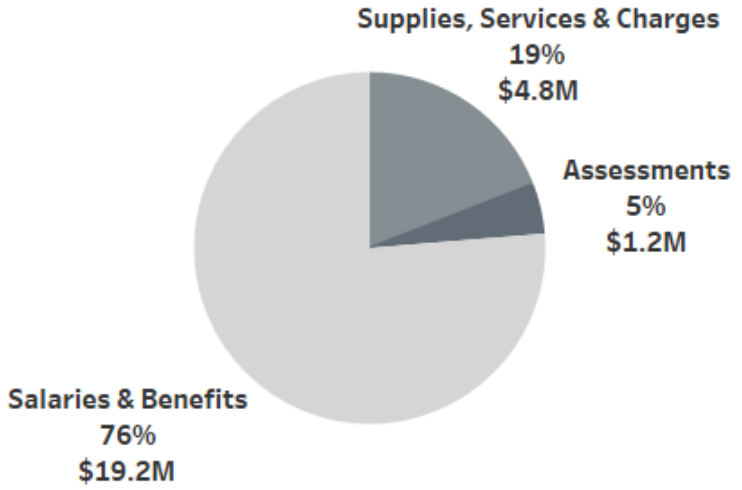


- *Community & Government Relations*
- *Communications*
- *Market Strategy & Analytics*

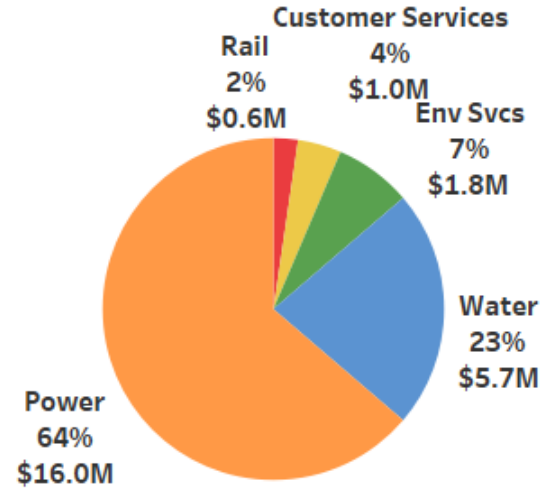
2025-2026 Budget by Category

FTE

53.0



Allocation Breakdown



Staffing Reductions - CXEA



Scope:

- Reduction in Field Operations of 8.0 vacant FTE consistent with business case for AMI project.
- Reduction in Business Enablement (BE) of 2.0 vacant FTE. Remaining FTE will be consolidated within Utility Technology Services.
- Reduction in External Affairs of 1.0 pending FTE vacancy.

Guiding Principle: Resource Stewardship and Sustainability

Funding: Shared services model - Savings

Duration: Ongoing

Impact	Decrease (-)	Increase (+)	Net
FTE		(11.0)	(11.0)
Sal & Ben		(3,285,000)	(3,285,000)
O&M			
Capital			
Total		(3,285,000)	(3,285,000)

Summary of Proposed Changes - CXEA



	Title	Guiding Principles Alignment	FTE	Estimated Impact
1	Reduce Field Operations FTE by 8 (vacant and will remain unfilled)	Resource Stewardship and Sustainability	(8.0)	\$ (2,200,000)
2	Reduce Business Enablement FTE by 2 (vacant and will remain unfilled)	Resource Stewardship and Sustainability	(2.0)	(883,000)
3	Reduce External Affairs FTE by 1 (pending vacancy and will remain unfilled)	Resource Stewardship and Sustainability Employee and Culture	(1.0)	(202,000)
Total			(11.0)	\$ (3,285,000)

Management Services Office (MSO)

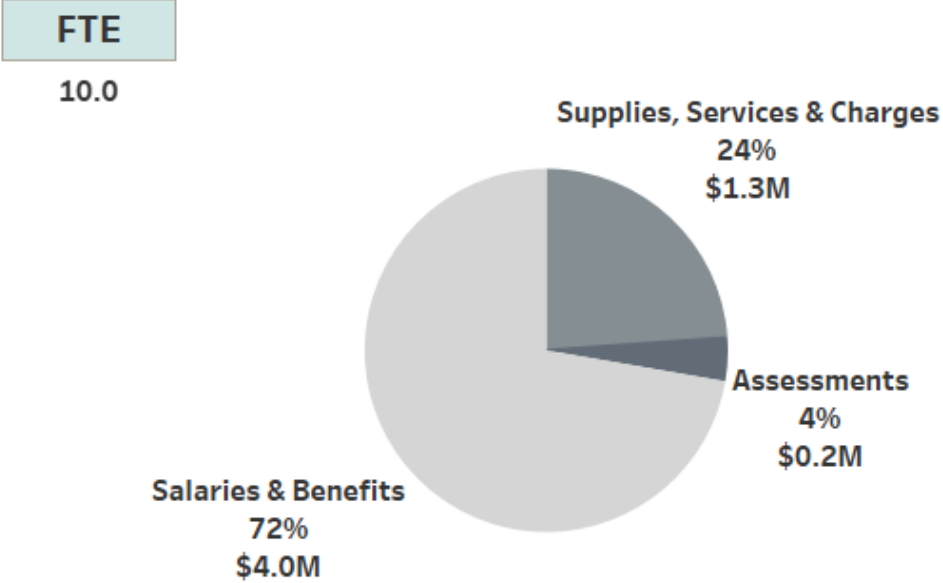


MSO: General

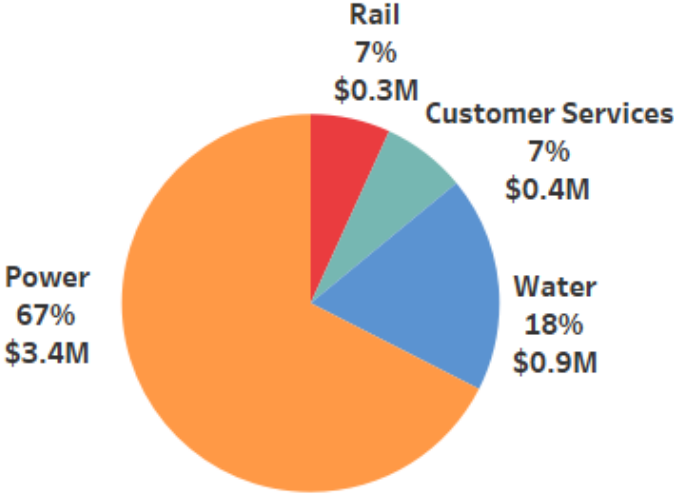


- *Budget Development and Monitoring, Performance Metrics, Business Unit Goals*
- *Emergency Management*
- *Risk & Claims*
- *Records Management*

2025-2026 Budget by Category



Allocation Breakdown

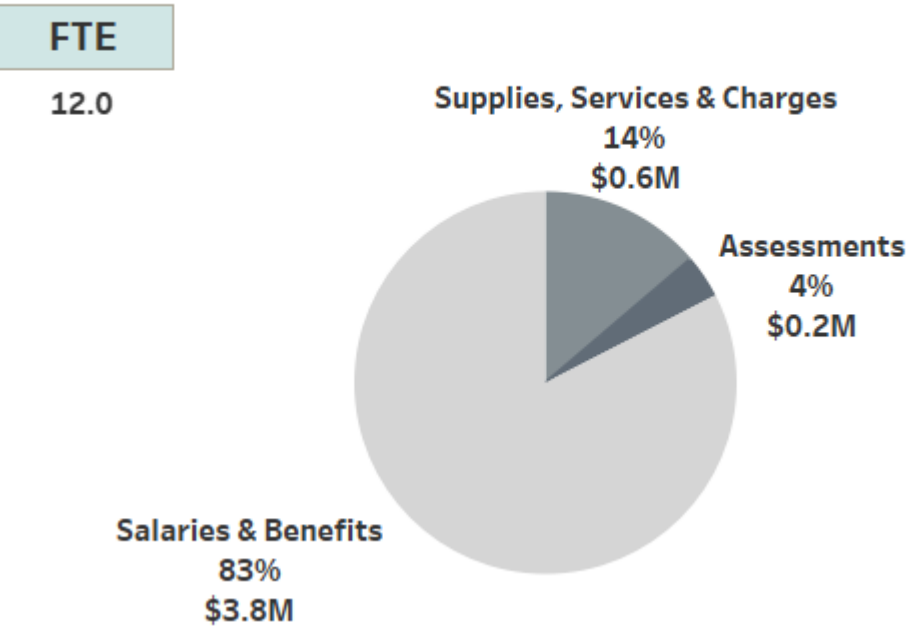


MSO: Public Disclosure

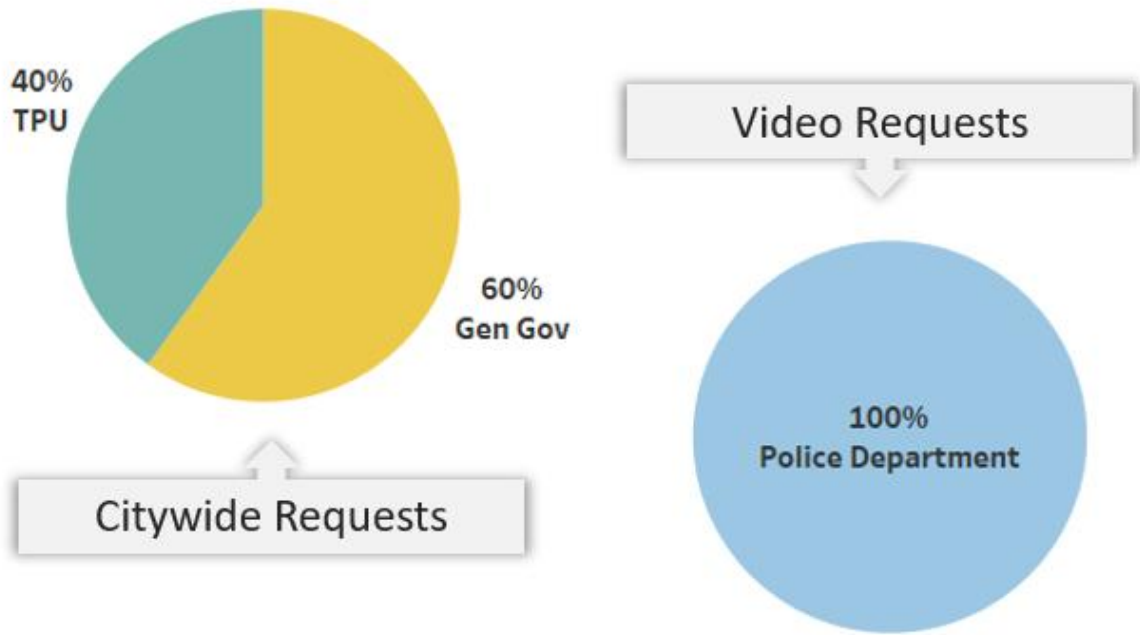


- *Public Records Office (PRO) oversees the City's compliance with the Public Records Act*
- *Video redaction team supports requests specific to Police body worn and dashboard cameras.*

2025-2026 Budget by Category



Allocation Breakdown



Support for Asset and Work Management System Implementation



Scope:

- With SAP Phase I ending in 2026 and Phase 1.5 beginning, we request one Project of Limited Duration position funded from the existing contracted-services budget.
- For the 2027-2028 budget, MSO requests continuing this limited-duration position to prepare for SAP Phase I, focused on Asset & Work Management.
- MSO also requests TPU-wide OCM (Organizational Change Management) support through contracted services due to the significant transformation expected in Asset & Work Management.
- Both roles will also support the citywide HR/Payroll system assessment as current SAP support ends in 2030.

Guiding Principle: Resource Stewardship and Sustainability

Funding: Shared services model

Duration: One-time

Impact	Decrease (-)	Increase (+)	Net
FTE		1.0	1.0
Sal & Ben		470,000	470,000
O&M	(900,000)	250,000	(650,000)
Capital			
Total	(900,000)	720,000	(180,000)

Implement People and Culture Program



Scope:

- Key responsibilities will include workforce development (succession planning, internships, mentorship), support for TPU Equity Committees, partnership with HR on process clarity, workforce data and KPIs
- MSO has secured two positions: People & Culture Manager (via OEHR savings) and one transferred FTE from Tacoma Power, to be formally budgeted in 2027-2028.
- MSO requests one transferred position from CXEA focused on workforce data analytics and process improvement.

Guiding Principle: Employee and Culture

Funding: Shared services model

Duration: Ongoing

Impact	Decrease (-)	Increase (+)	Net
FTE		3.0	3.0
Sal & Ben	(160,000)	1,350,000	1,190,000
O&M		80,000	80,000
Capital			
Total	(160,000)	1,430,000	1,270,000

Expand Public Disclosure Program



Scope:

- Public Disclosure Requests are increasing in volume and complexity,
- The PRO is requesting a reorganization and the creation of a centralized eDiscovery Team to reduce legal risk.
 - 2 FTEs for Public Disclosure: 1 analyst and 1 supervisor to manage workload and allow the PRO Manager to focus on risk oversight.
 - 2 FTEs for eDiscovery: 1 supervisor and 1 analyst to centralize all citywide content searches.

Guiding Principle: Customer and Community

Funding: Shared services model (40% TPU, 60% General Government)

Duration: Ongoing

Impact	Decrease (-)	Increase (+)	Net
FTE		4.0	4.0
Sal & Ben		1,500,000	1,500,000
O&M		350,000	350,000
Capital			
Total		1,850,000	1,850,000

Summary of Proposed Changes - MSO



	Title	Guiding Principles Alignment	Estimated Impact
1	Support for Asset and Work Management System in SAP Phase II Upgrade (+1.0 FTE – project position through 2028)	Resource Stewardship and Sustainability	\$ 720,000
2	Implement People and Culture Program (+3.0 FTE)	Employee and Culture	1,430,000
3	Expand Public Records Disclosure Program (+4.0 FTE)	Customer and Community	1,850,000
4	O&M and Assessment Savings	Resource Stewardship and Sustainability	(1,060,000)
Total			\$ 2,940,000

Proposal Notes:

- 1) Continuation of Project of Limited Duration position
- 2) Supported by FTE transfers and city’s Office of Equity & Human Rights service elimination
- 3) Includes centralized records search; depends on City-wide budget approval for Internal Services

Summary of Department FTE Changes

(as of April 22, 2026)*



Division	CXEA	MSO	Power	Water	Rail	Total
Reductions	(10.0)					(10.0)
Transfers	(1.0)	2.0	(1.0)			-
Additions		2.0				2.0
Total	(11.0)	4.0	(1.0)			(8.0)

* Excludes impact of PRO request which follows the General Government budget approval process.

Next Steps



April

- Finalize and Further Evaluation Impacts of Shared Service Budgets

May

- Operating Divisions Proposed Major Changes

Jun

- General Government Shared Services
- Customer Bill Assistance Programs

July

- Preliminary Budget and Rates

Questions?

