

# Tacoma Public Utilities

## Shared Services

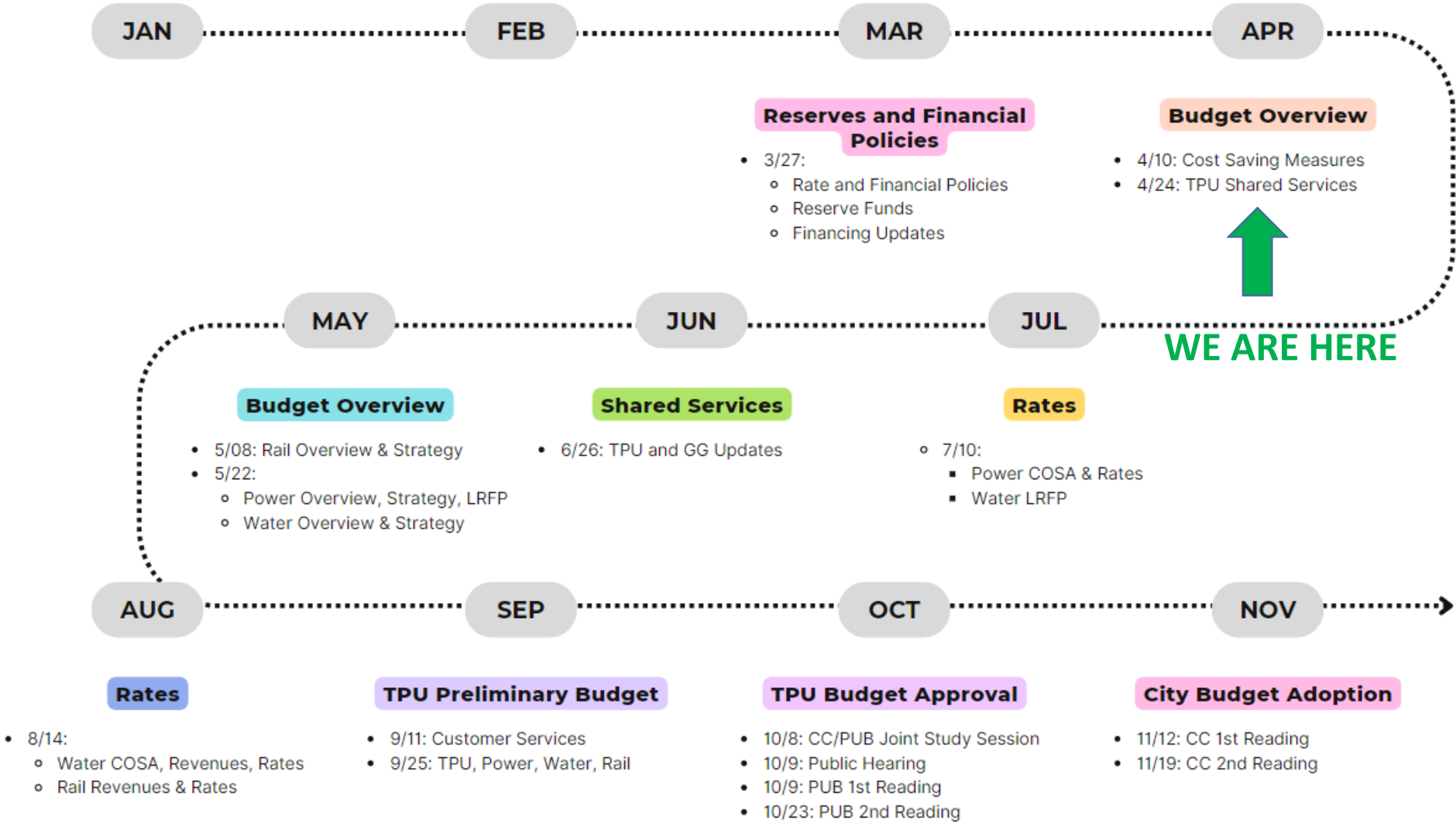
### 2025-2026 Budget Overview

April 24, 2024

# Agenda

- Budget and Rates Timeline
- Shared Services Overviews
  - Customer Experience & External Affairs (CXEA)
  - Management Services Office
  - Facilities
  - Fleet
  - Utility Technology Services

# Budget and Rates Timeline

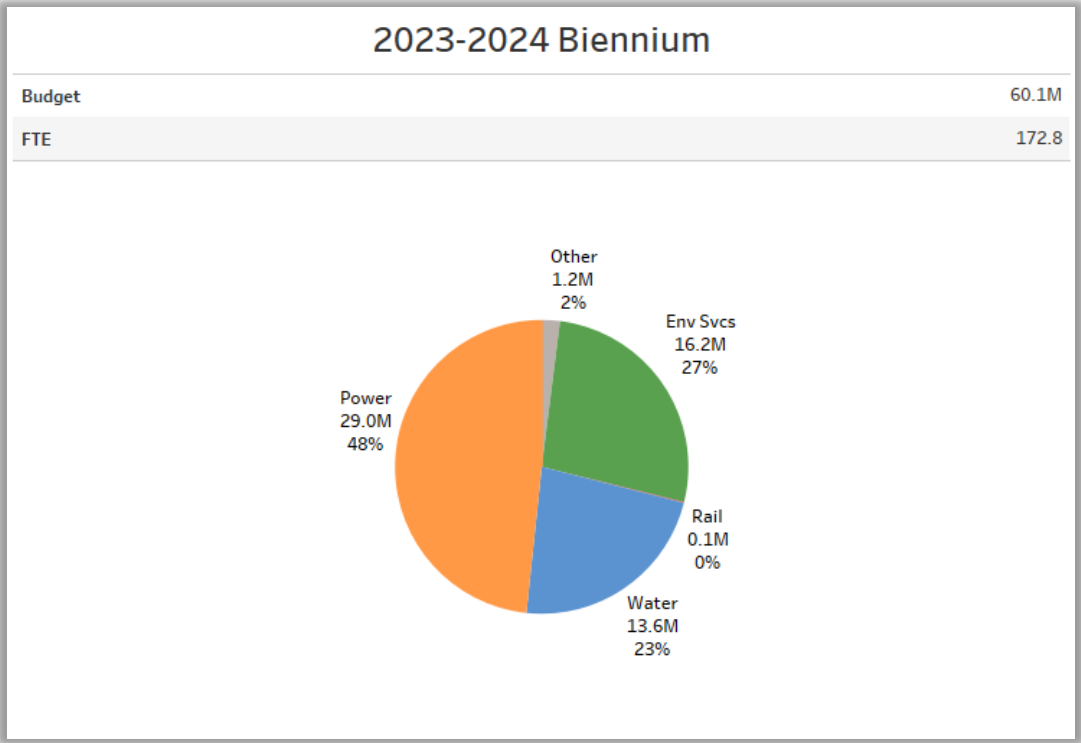


# CXEA: Customer Services



## Services Provided

- Business Enablement
  - Training
  - Analytics
  - Projects
  - Financial and administrative support
- Business Office
  - Call centers
  - Lobby
- Customer Solutions
  - Utility bill assistance programs
- Field Services Operations
  - Field investigations
  - Billing
  - Mail Services



## How are costs shared?

- Utility service contracts
- Invoices created
- Mail stops
- Time study of activities performed

# CXEA: Customer Services



## Recent Major Accomplishments

- Successfully applied additional funding to clear customer arrearages
- Over 60% of goal achieved for customer assistance enrollees
- Implementation of customer call back feature
- Streamlined processes between Tacoma Public Utilities and Environmental Services call teams

## Planned Initiatives

- Pilot and implement AI Quality Assurance tool
- Plan and implement Customer Relations Management (CRM), SAP Now!
- Develop new strategies and processes to retain and enroll customers into assistance programs

## Challenges & Opportunities

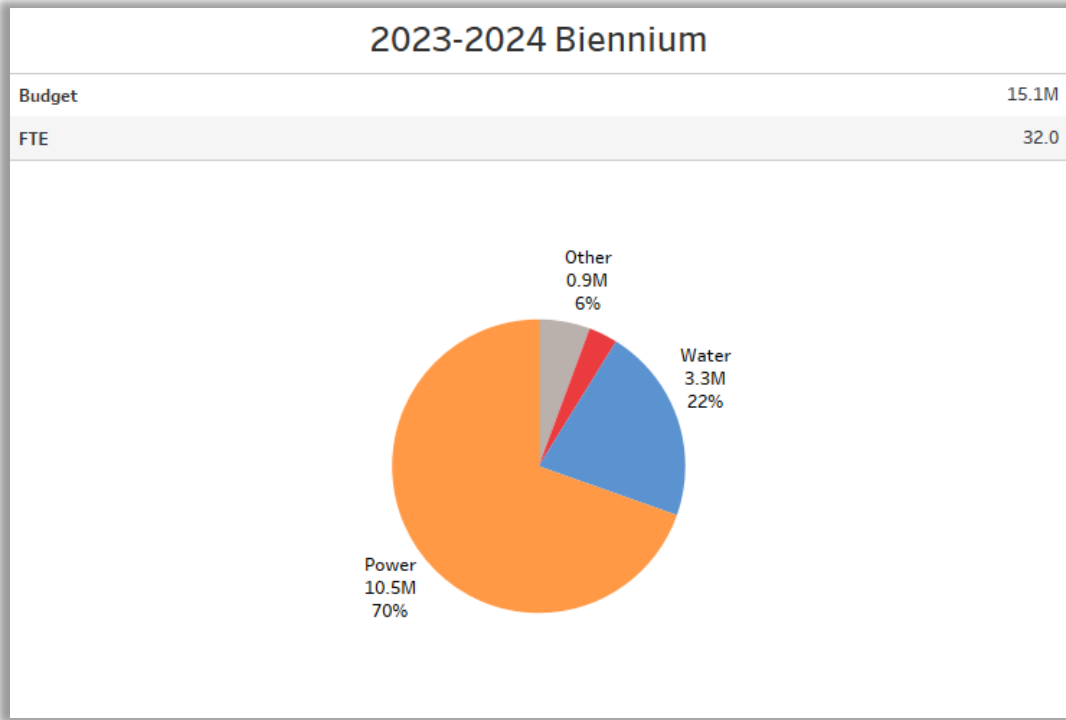
- Recruitment and retention
- Leadership change management, new division manager
- Systems change management, CRM/SAP Now!
- Implementing new call center KPIs

# CXEA: External Affairs



## Services Provided

- Community & Government Affairs
  - Government relations at the tribal, federal, state, and local levels
  - Community relations and sponsorships
  - Coordinates educational outreach and facilities tours
  - Manages Community Connection and other social responsibility programs
- Communications
  - Relationship and outreach to residential, business, and hydro communities
  - Communications strategy, marketing, branding, and reputation management
  - Media services and events
  - Coordination with City of Tacoma communications initiatives
- Market Strategy & Analysis
  - Customer and market research and analysis
  - Customer experience strategy
  - Economic development initiatives, projects, coordination, and representation
  - New customer program and service development
  - Key industrial account management, strategy, and issue resolution
  - Small to medium sized business customer strategy and outreach



## How are costs shared?

- Count of board motions and resolutions
- Budgeted FTE count assigned to each division
- Anticipated workplan for upcoming biennium

# CXEA: External Affairs



## Recent Major Accomplishments

- Successfully advocated for funding to aid in clearing COVID arrearages
- Funding at State and Federal levels (e.g., Battery-electric locomotives, \$500M for Howard Hanson Dam)
- Community and policy maker outreach regarding WestRock closure
- Successful planning and execution of employee services awards, TPU Connects and All Staff meeting
- Over 27 employee-led volunteer and community events in 2023
- Increase in transitions to paperless billing

## Planned Initiatives

- Completion of training modules for Customer Experience
- Journey map programs and tools to enhance the customer experience
- Dedicated outreach to hydro project communities
- Support implementation of SAP Now!
- Add capacity to Community and Government Relations team for specific focus on federal relations

# CXEA: External Affairs



## Challenges & Opportunities

- Addressing the supply chain issues at the federal level
- Partnering with governments and communities near hydro facilities
- Retaining institutional knowledge and expertise
- Creating bandwidth to seek and partner on large governmental grants
- Marketing assistance programs to reach a wider audience



# Management Services Office

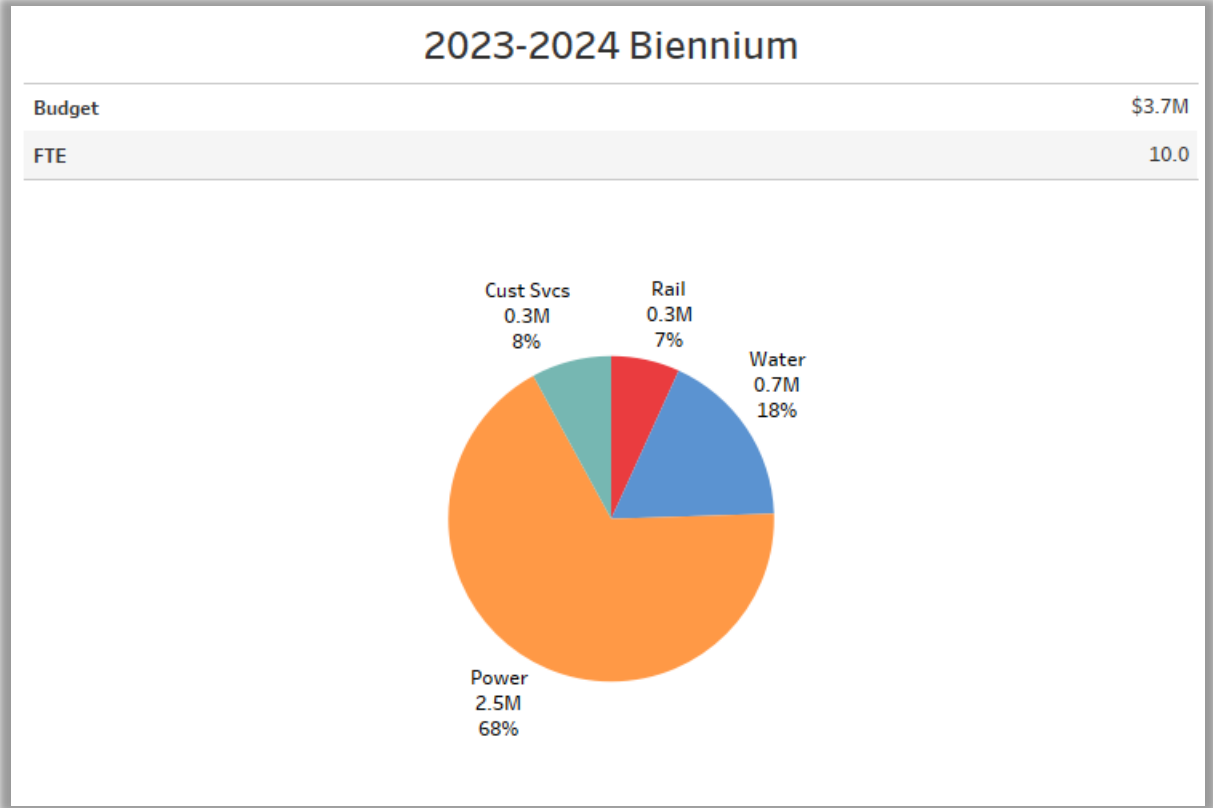


## Services Provided

- Budget development and monitoring
- Performance metrics
- Business unit goals
- Emergency management
- Records management
- Risk and claims

## How are costs shared?

- O&M expense and budgeted FTE assigned to each TPU division



# Management Services Office



## Recent Major Accomplishments

- TPU's five-year Emergency Management strategic plan developed
- Deputy Director on board in 2023 Q2
- Performance Metrics review and refresh in 2023
- Consolidated shredding and records storage contracts
- Decrease in AMI related Water claims

## Planned Initiatives

- Hazard Mitigation Plan update with Pierce County
- Support for city's SAP Now! project
- Lead implementation of director's *Charting a Clear Direction* strategic plan
- Lead effort to establish or refresh service level agreements for shared services

## Challenges & Opportunities

- Increasing liability and property insurance costs
- Pending retirements of key personnel

# Management Services Office: Public Disclosure (a Gen Govt function)



## General

### Services Provided

- Oversee the City's compliance with the Public Records Act and provide public records requests services to all city departments and requesters.

### How are costs shared?

- Based on budgeted FTE assigned to each city department

2023-2024 Biennium	
Public Disclosure - General	\$1.8M
FTE	6.0

## Police

### Services Provided

- Video redaction team supports public records request specific to police body worn and dashboard cameras.

### How are costs shared?

- Team is allocated 100% to Tacoma Police Department

2023-2024 Biennium	
Public Disclosure - Body Cams	\$1.3M
FTE	4.0

# Management Services Office: Public Disclosure (a Gen Govt function)

## Recent Major Accomplishments

- Systems analyst has increased analytics and metrics tracking
- SharePoint site refresh

## Planned Initiatives

- Updating policies and procedures (last reviewed in 2007)
- Researching recent law cases and legislative updates

## Challenges & Opportunities

- Resources to address growing number of requests
- Use of technology to manage requests

# Tacoma Power Facilities

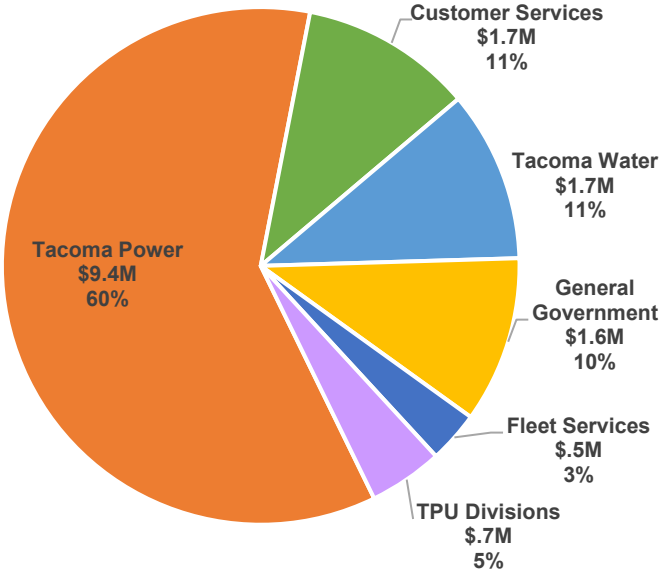
## Services Provided

- TPU Admin Complex operational workspace
- Facility Maintenance
- Grounds Maintenance
- Physical Security
- Craft shop including carpentry, painting, welding and machining

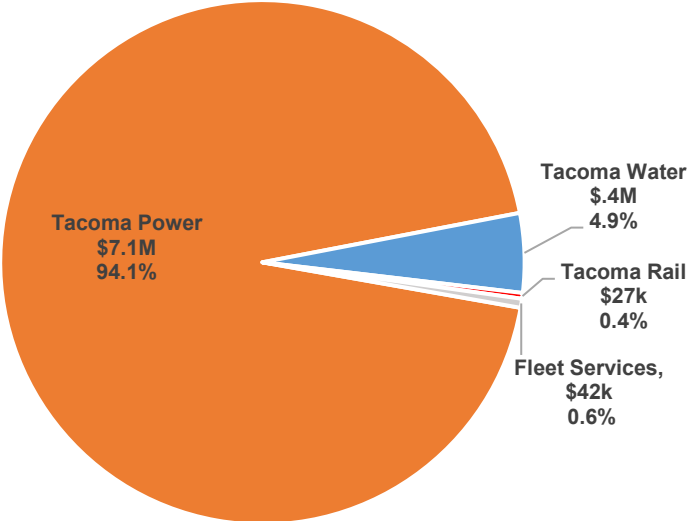
## How are costs shared?

- Rent for non-Power tenants of the TPU Admin Complex is allocated based on assigned square footage
- Direct charges for service specific requests
  - Direct charges to customers is for work primarily outside of the TPU Campus

2023-2024 Rent Allocations  
(with assumptions for Power)



Direct Charges to Customers



## Recent Major Accomplishments

- Expansion of security services
- Renovation of the Admin Building South ground floor in support of City Safety and a new Water Control Center
- A pilot area for modernized furnishings and office amenities
- Fabrication of parts for Water and Rail resulting in significant savings and cost avoidance

## Planned Initiatives

- Space renovations for Retirement and Customer Services Mail Services
- Master space planning for the TPU Admin Complex
- Replacement of Atrium Glass and Main Lobby entry at the Admin Building North
- Development of Asset Investment Program

## Challenges & Opportunities

- The need to modernize the workplace without an impact to customer rates requires a slow and measured approach via planned upgrades, additions, and replacements.

# Fleet Services

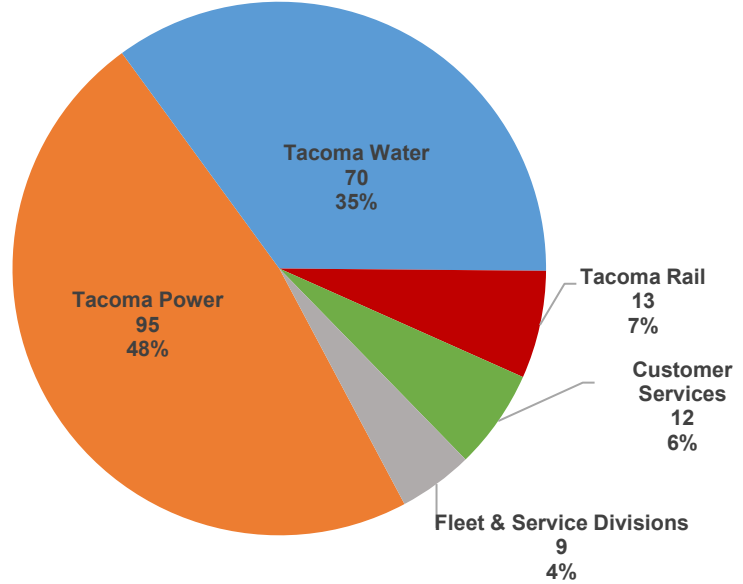
## Services Provided

- Specification and acquisition of equipment
- Disposal of surplus equipment
- Full-service maintenance
- Administration of policies, warranties, fuel contract and cards, bridge tolls, permits, licensing, inspections, and state contracts.

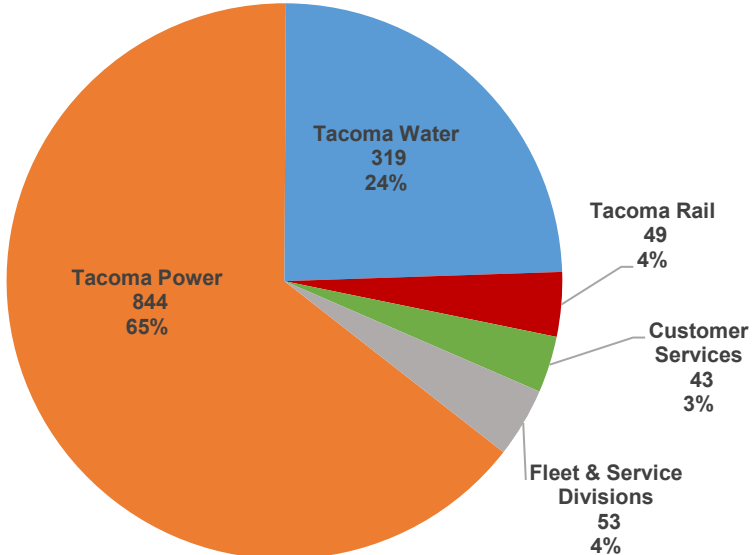
## How are costs shared?

- Hourly shop rates based on services received
- Administrative rate by asset counts
- Overhead for parts, fuel and vendor services

2023-2024 Planned Replacements  
(Equipment Counts)



2023-2024 Maintained Equipment  
(Equipment Counts)



## Recent Major Accomplishments

- Fleet Advisory Committee
- Created Equipment Utilization dashboard to inform business decisions
- Expansion of renewable diesel usage
- Repurposed underutilized equipment
- Increasing TPU's hybrid and electric inventory, reducing fuel and maintenance costs
- Charging infrastructure expansion

## Planned Initiatives

- Enhance equipment dashboard to include idle reduction metrics
- Create life cycle dashboard
- Continue electric and hybrid inventory increase

## Challenges & Opportunities

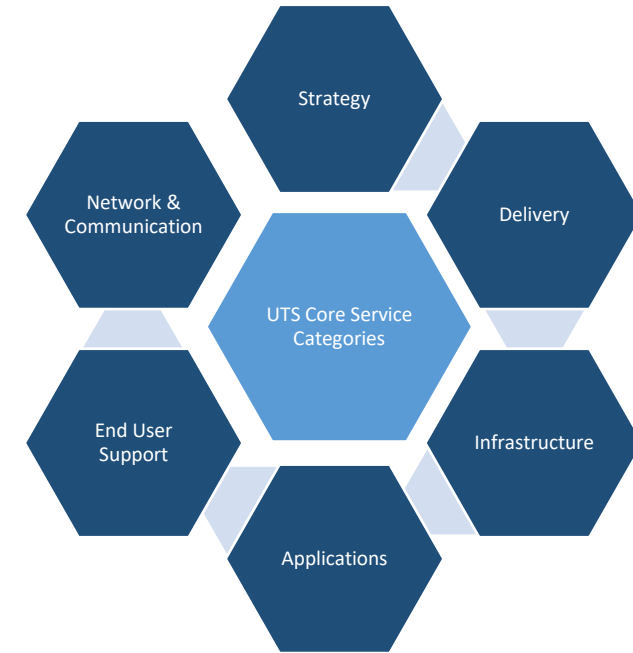
- Supply chain disruption in the industry
- Aging equipment and increased maintenance costs
  - Pursuing alternative purchasing opportunities to meet business needs and mitigate supply chain issues



# Utility Technology Services

## Services Provided

- Service Desk & Desktop Support
- Cybersecurity
- Data Integration & Engineering
- Technology Project and Program Management
- Application Integration & Support
- Land Mobile Radio
- Telephony



## How are costs shared?

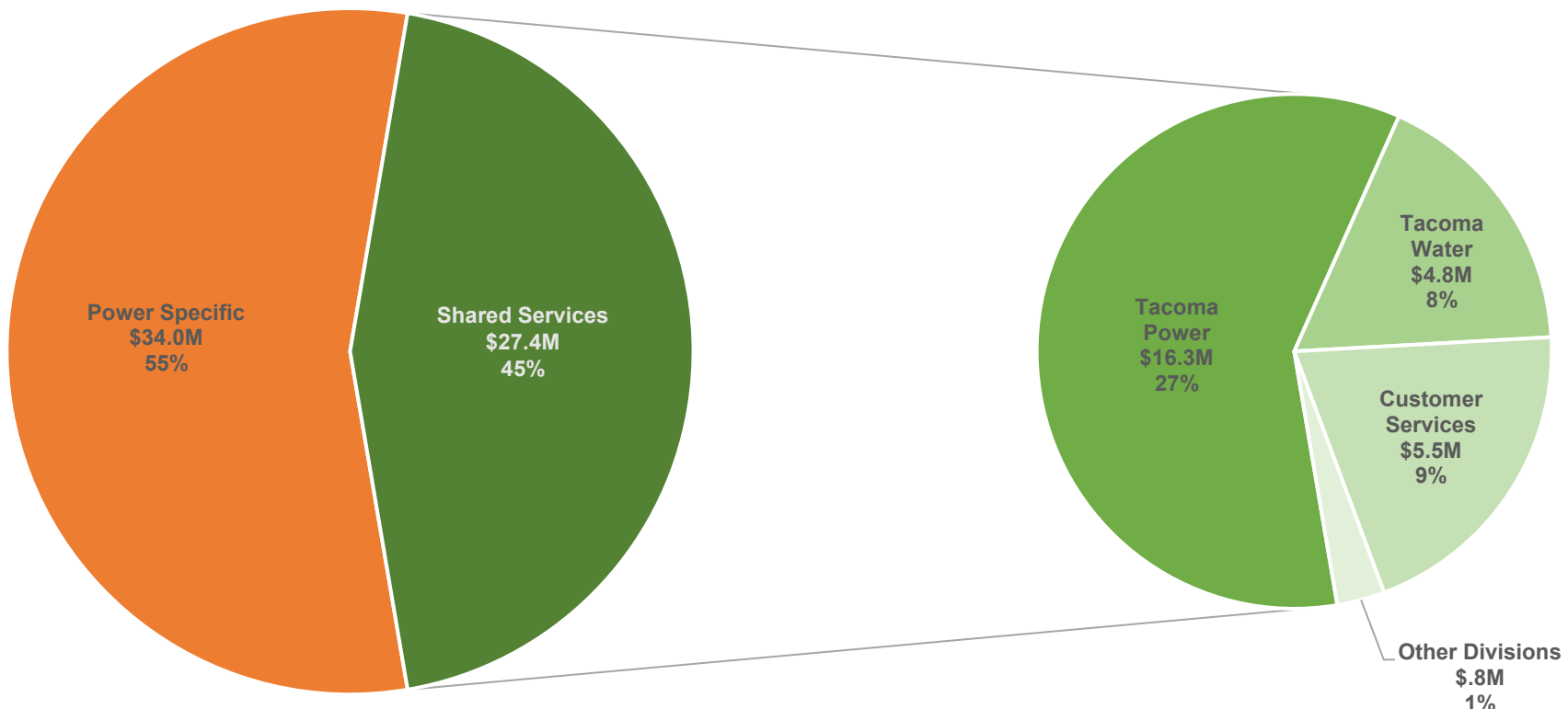
Costs are shared proportionately based proxies of consumption for each function/service.

Examples of allocations:

- Desktop Support is allocated based on PC counts
- Cybersecurity is allocated based on protected endpoints (assets connected to the network)

# Utility Technology Services

Cost of Work Performed\*



\*Percentages based on 2023-2024 UTS Budget of \$61.4M



# Utility Technology Services

## Recent Major Accomplishments

- Customer experience enhanced in MyAccount with completion of Customer Engagement Portal.
- Replacement and integration of Power VHF Radio Systems.
- Enabled a more proactive Cybersecurity threat detection capability with expansion of Logrhythm.
- Advanced Meter Program installations at 75% complete.
- Automated Distribution Management Systems (ADMS) Feasibility Assessment complete.
- Improved data maturity with governance, pipeline resiliency, and service level agreements.

## Planned Initiatives

- Advance technology/grid modernization efforts including:
  - Critical utility communication technologies.
  - Automated Distribution Management Systems (ADMS).
  - Geospatial Roadmap advancement.
- Continue customer experience focused upgrades/enhancements to MyAccount.
- Harden the Advanced Meter Infrastructure Network to ensure appropriate coverage.
- Support the advancement of Tacoma Water's Smart Water Roadmap.
- Partner and advise the SAP Now! Program with S/4 & Service Cloud implementation and future phase efforts.

## Challenges & Opportunities

- Increasing reliance on technology coupled with rapid technology evolution presents challenges associated with resource constraints.
  - Focused execution of strategic roadmaps of prioritized objectives.

# Next Steps

