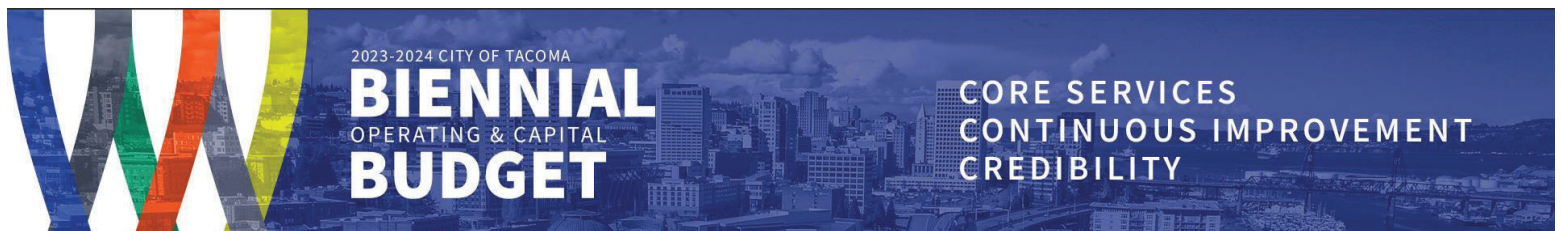


Public Works

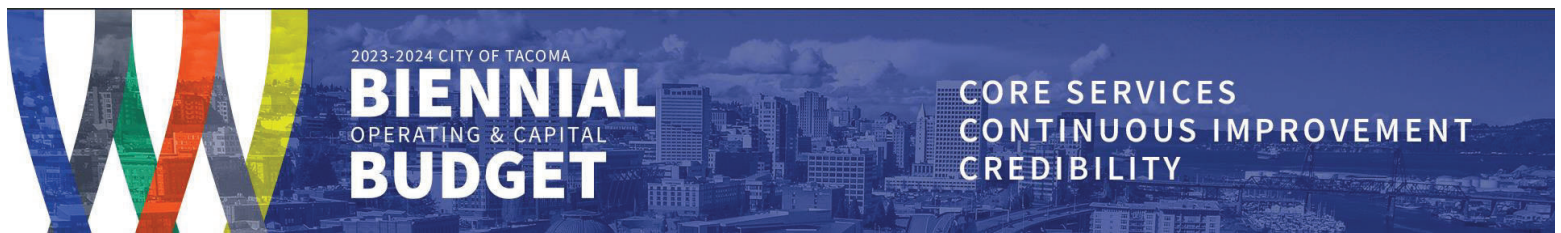
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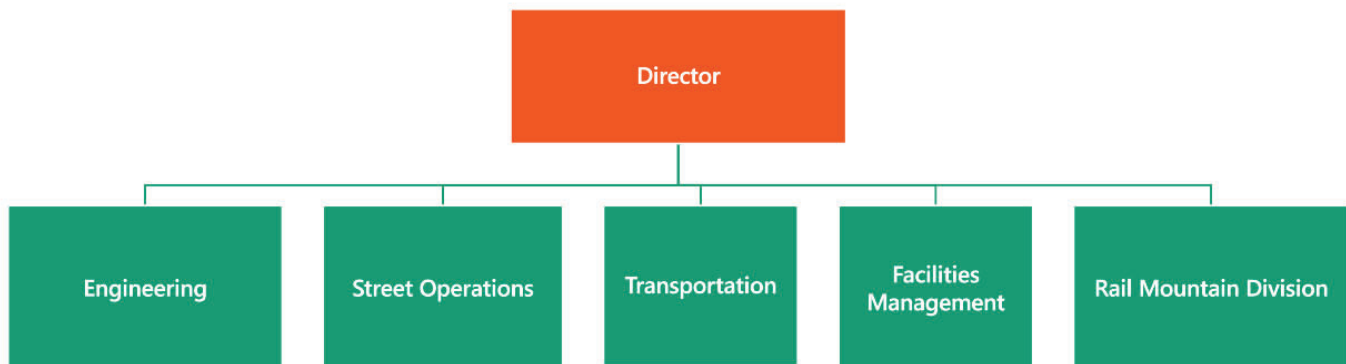
Agenda

- **Departmental Overview and Strategy**
 - Departmental Overview
 - 2021-2022 Major Accomplishments
 - Issues and Considerations
 - 2023-2024 Strategy/Goals
 - 2023-2024 Major Initiatives & Proposals
- **Financials and Personnel Overview**

Overview and Strategy

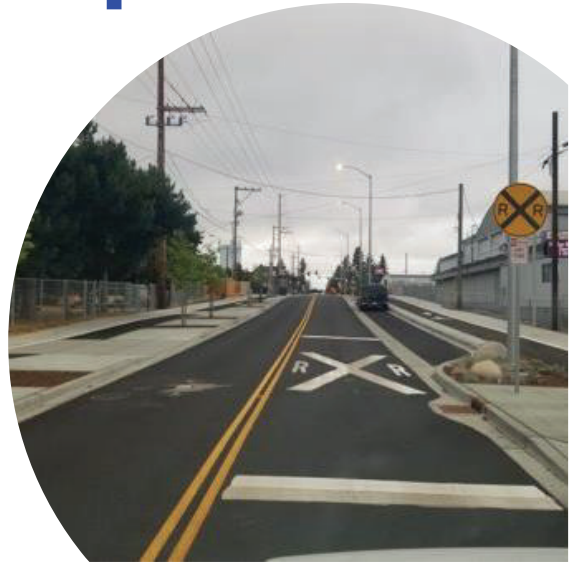


Departmental Overview



2021-2022 Major Accomplishments

- Tidy-Up Tacoma - 13 Business Districts addressed in 2021
- Relocated pallet houses into tent at Stability Site for NCS
- East 64th Street Phase I, Pacific Avenue to McKinley Avenue
- Completing Taylor Way Freight Improvement Project
- Active Transportation and Safe Routes to School Projects
- Supported partner agency projects
 - Pierce Transit Pacific Avenue Stream BRT
 - WSDOT SR-167 Phase 1
 - WSDOT I-5 HOV Lanes / SR-16 HOV connectors
 - Sound Transit Hilltop Link Extension



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2021-2022 Major Accomplishments

- Residential Street Maintenance (2021):
 - 193 blocks of surface treatments complete
 - 653 alleys graded
 - 74 ADA ramps constructed and
 - 2,845 LF of unfit/unsafe sidewalk reconstructed
- Completed construction of new Fire Station #5 in the Tideflats and Beacon Center Phase 1 Improvements
- Began transitioning Tacoma Police Department to hybrid Interceptors with 50% savings in fuel consumption



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Issues & Considerations

- Cost Escalation
- Grant Funding
- Road Condition
- Equitable Access to Infrastructure
- Damaged and Aging Assets
- Abandoned Vehicle Calls for Service

2022 Community Survey Results

Street Condition and Equitable Access to Facilities, Services & Infrastructure are priority areas for improvement.

	Level of Importance	Performance	Priority Rank	Overall Priority Score
Street condition	8.6	46%	1	3
Equitable Access to facilities, services, and infrastructure for residents of diverse incomes, race, ethnicity, and abilities	7.6	61%	2	6
Street Lighting	7.8	75%	3	10
Traffic Signal Timing	7.6	76%	4	11
Local Parks and Recreation Centers	7.6	84%	5	16

High Priority
Moderate Priority
Low Priority

Comparing to 2020:

- Street condition remained a high priority for improvement
- Equitable access to facilities (...) was a new priority in 2022
- Traffic signal timing and street lighting are lower priorities this year.

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2023-2024 Strategy/Goals

- Vision Zero
- New Infrastructure Funding
- Improve Condition of General Government Facilities
- Deferred Fleet Replacements
- Pavement Condition
- Mandates and Commitments
- Safe Routes to School and Sidewalks



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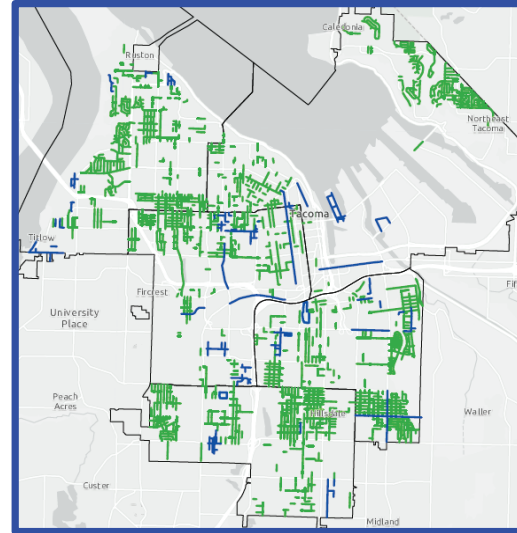
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2023-2024 Major Initiatives

Streets Initiative

Streets Maintenance – Number of Blocks Improved			
Maintenance Category	Initiative to Date	2023 Plan	2024 Plan
Overlay	1050	184	183
Surface Treatments	1446	186	385
Preventative Maintenance	1165	278	278
Total	3661	648	846

Completed and Planned Maintenance



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2023-2024 Major Initiatives

Capital Project Delivery

- Manitou Elementary Safe Routes to School
- Signal Improvements: Lincoln Avenue & Port of Tacoma Road
- J Street Bicycle Boulevard
- S 21st & C Street Signal
- S Yakima Ave Sidewalk: S 67th to S 70th
- Water Flume Line Trail Phase 3a
- E 64th Phase 2 (McKinley to Portland)
- Prairie Line Trail Phase II
- Links to Opportunity
- E Portland Avenue: E 56th - E 64th
- Tacoma Spur NB & SB Ramps
- E 38th Street: E Portland - SR7
- 6th Ave Pedestrian Crossing Improvements
- Water Flume Line Trail Phase 3b
- S Cedar Street Active Transportation: S 15th - Center

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2023-2024 Major Initiatives

Maintenance Enhancements

- Unfit Unsafe Sidewalk (\$2.9M)
 - Approx. 200 to 240 properties and 850 – 900 stub toe locations
- Enhance Sign Replacement Program (+1 FTE; \$429k)
 - Approx. 1,000 – 1,250 signs/year
- Increase Maintenance for Pedestrian Beacons (\$450k)
- Maintain Bridge Operations (\$1.7M)
- Enhance Trail Maintenance (+1 FTE; \$387k)
- Add Graffiti Response (+1 FTE; \$396k)
- Restore Permanent Pavement Repair Crew (\$1.3M)
- Enhance Abandoned Auto Response (\$125k)



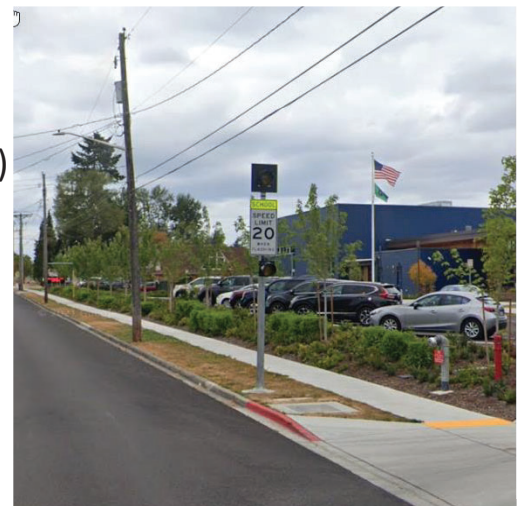
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2023-2024 Major Initiatives

Pedestrian/Vision Zero Improvements

- Add Vision Zero Coordinator (+1 FTE; \$200k)
- Begin Implementation Vision Zero Program (\$900k)
- 38th and Cedar Crossing (\$400k)
- McKinley Avenue Business District Streetscape Improvement Project (\$250k)
- Continue Safe Routes to School Program (\$1.1M)
- Fund Active Transportation Investments (\$900k)



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2023-2024 Major Initiatives

Capital Projects and Grants

- Grant Coordinator (+1 FTE; \$300k)
- Preparations for Fishing Wars Memorial Bridge Replacement (\$500k)
- Portland Avenue Safety Improvements (\$1M)
- Capital Grant match (\$7.2M)
- Capital Project Cost Escalation (\$2M)



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2023-2024 Major Initiatives

Facilities and Fleet

- TPD Vehicle Replacement Funding (\$3.7M)
- Fire Facility Security Improvements (\$750k)
- Facilities Deferred Repair and Replacement Program (+4 FTE; \$6.8M)
- Begin Planning for Facilities Bond/Levy



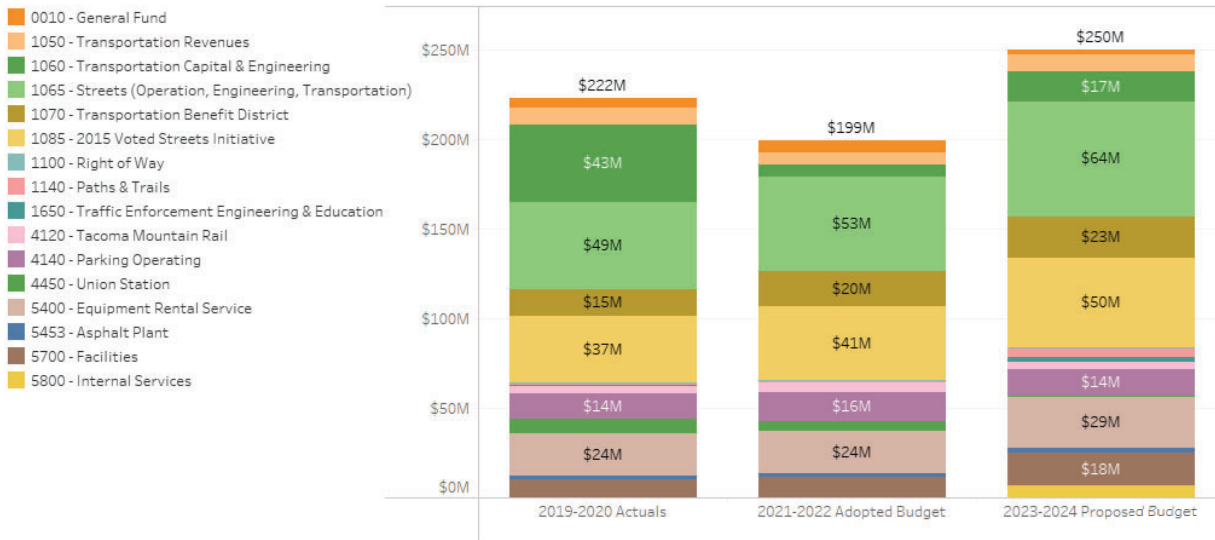
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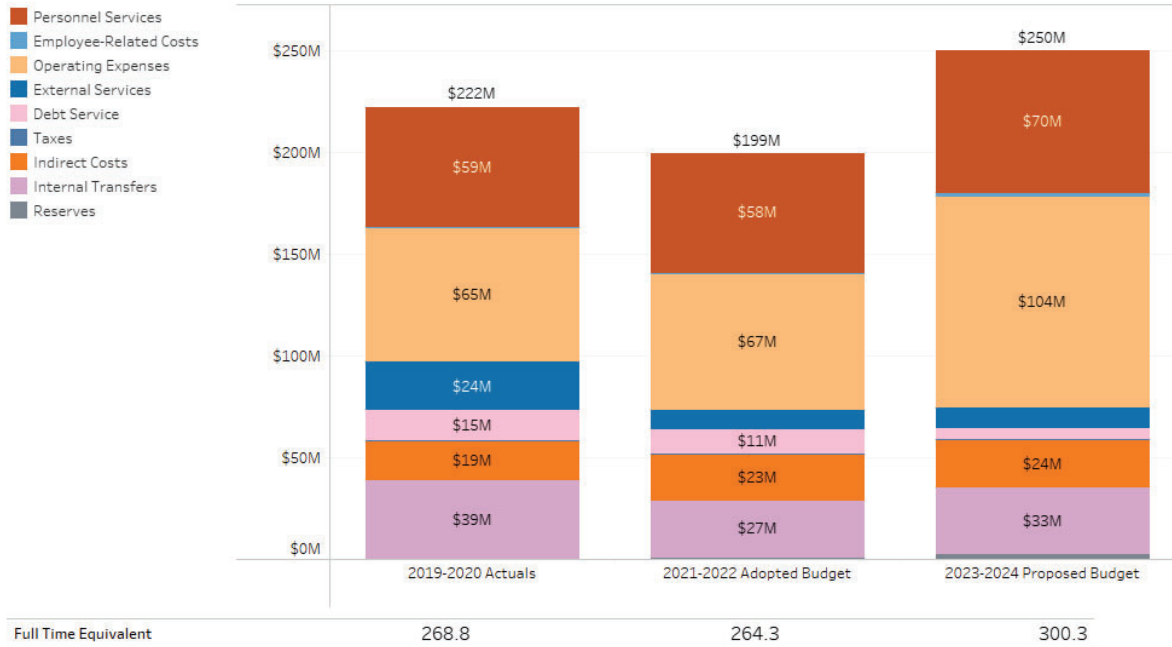
Financials and Personnel



Department Funding



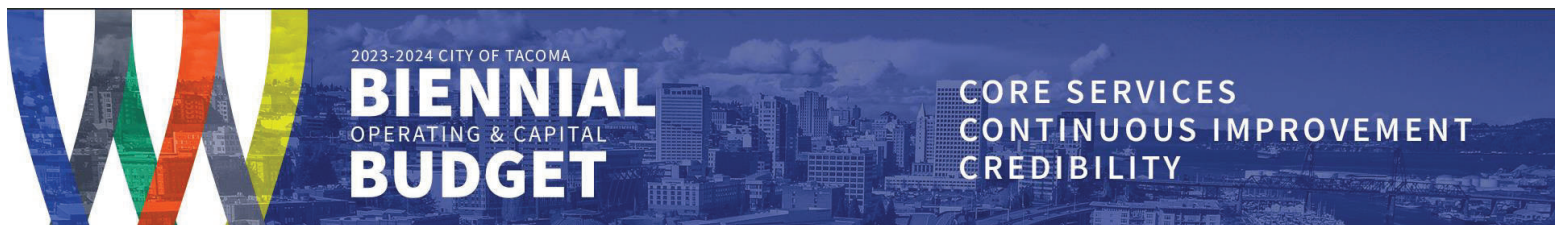
Department Expenditures



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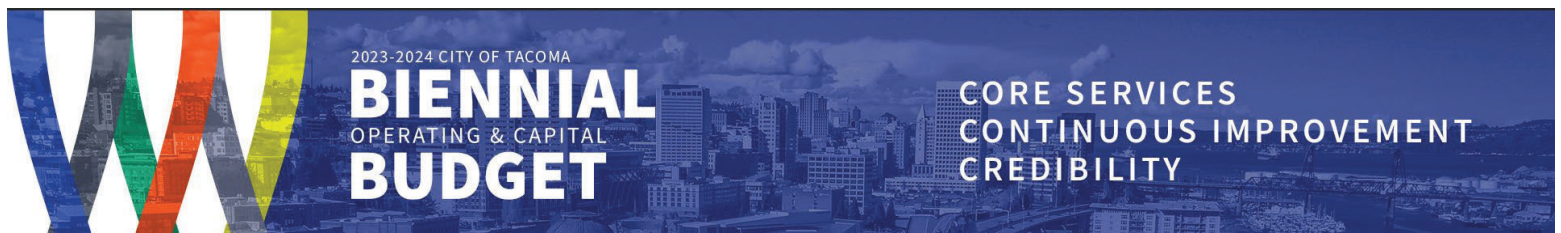
Public Works

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Environmental Services

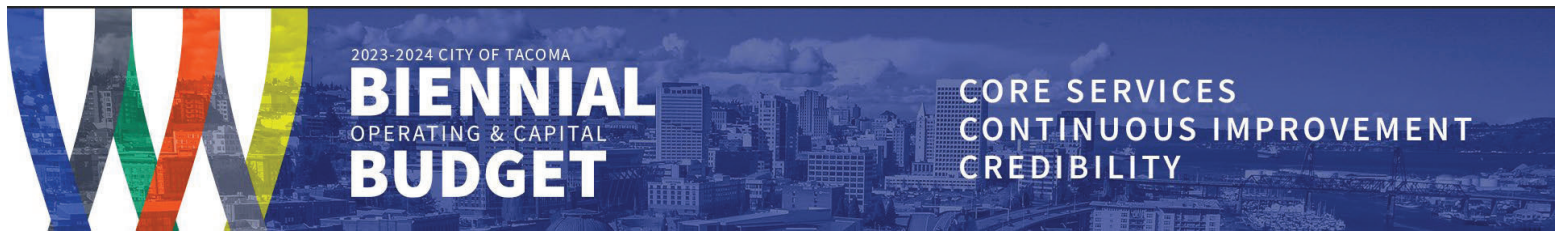
October 11, 2022



Agenda

- **Departmental Overview**
 - 2021-2022 Major Accomplishments
- **Financials Overview**
 - Revenue Proposal and Bill Impacts
- **2023-2024 Budget Development**
 - Issues and Considerations
 - 2023-2024 Strategy/Goals
 - 2023-2024 Major Initiatives & Proposals

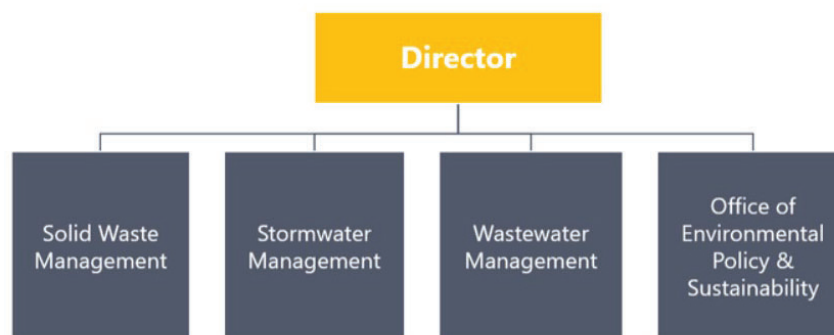
Department Overview



Departmental Overview

We believe everything we do supports healthy neighborhoods and a thriving Puget Sound, leaving a better Tacoma for all

HEALTHY NEIGHBORHOODS + THRIVING PUGET SOUND = A BETTER TACOMA



Major Accomplishments 2021-2022

- Maintained essential services throughout pandemic and continue to provide services to community (Health)
- Recycle reset outreach and education, including recycling ambassadors and transcreation of materials (Belief and Trust; Equity)
- Council adoption of 2030 Climate Action Plan (Health)
- 14 CNG trucks were added in 2021 for a total 47 CNG trucks (Health)
 - 64% of Solid Waste Collection fleet converted to CNG (*collection fleet excludes transfer tractors*)
- Record-setting TAGRO sales in 2021 (Operational Effectiveness)
- Issued Sewer bonds a year early resulting in better value to rate-payers (Operational Effectiveness)



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Major Projects 2021-2022



CTP Electrical System Replacement



Jefferson & Hood Street Stormwater Interceptor Project



CTP Energy Management Improvements

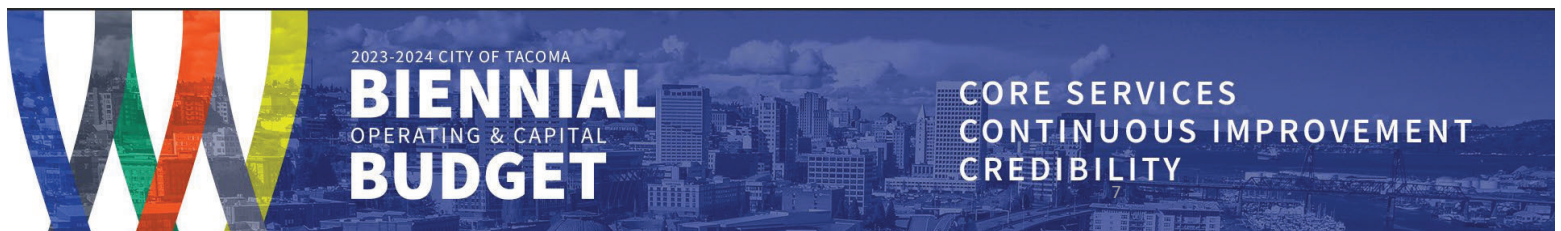


CNG Fueling Station Upgrade

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Financials Overview

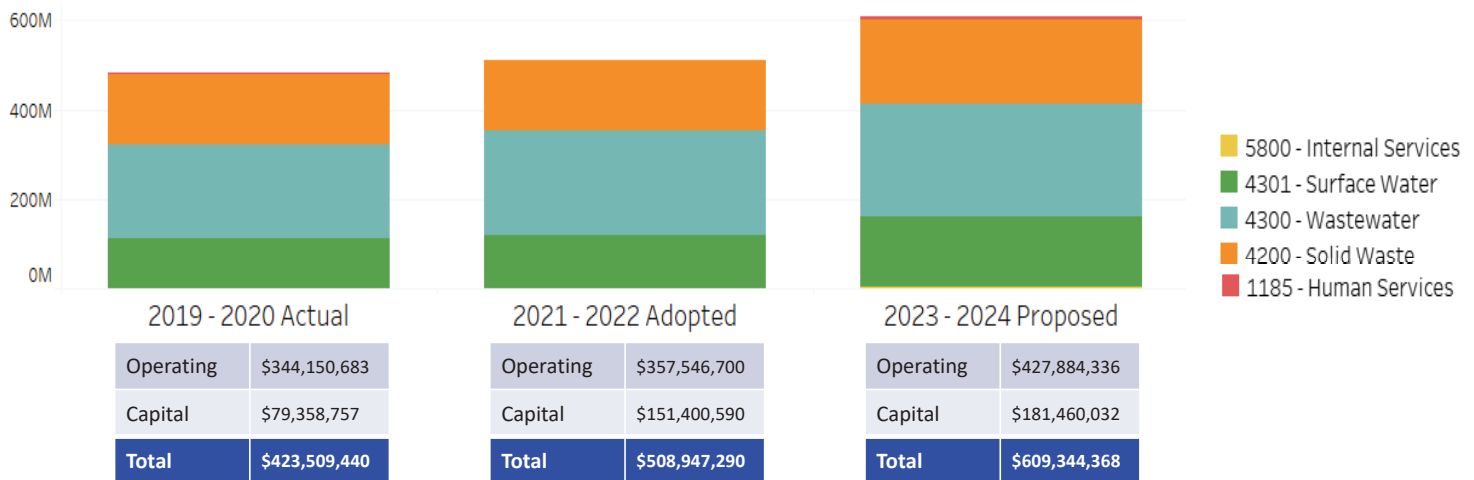


Financial State

- Utility revenues are not fully recovered
 - Lower rates in 2021-2022; COVID impacts; Unpaid bills
- Increasing operating expenses costs
 - Personnel costs, operating supplies, major contracts, internal costs (assessments)
- Construction inflation of 10-20%
 - Significant capital project delays (\$120M) since 2020



Department Funding



17% increase in baseline operating costs from 2021-22 to 2023-24, 1% increase from enhancements*

*Does not include new services funded through proposed excise tax

2023-2024 CITY OF TACOMA
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Department Expenditures

		2019-2020 Actuals	2021-2022 Adopted Budget	2023-2024 Proposed Budget	2022 to 2023	2023 to 2024	Total Biennial Increase
Operating	Intergovernmental Revenues	\$841,388	-	-			
	Miscellaneous Revenues	-	-	-			
	Personnel Services	\$116,066,978	\$128,858,082	\$146,971,814	10.2%	5.2%	14%
	Employee-Related Costs	\$2,010,860	\$1,925,752	\$2,260,951			
	Operating Expenses	\$20,952,789	\$19,779,466	\$26,659,881	21%	9%	35%
	External Services	\$39,654,609	\$37,797,860	\$52,850,423			
	Claims and Premiums	\$71,785	-	-			
	Debt Service	\$55,215,002	\$57,330,507	\$69,677,842	40%	-4%	40%
	Taxes	\$37,908,499	\$38,705,262	\$44,053,447			
	Indirect Costs	\$57,520,955	\$59,547,998	\$70,880,610	15%	3.5%	19%
	Internal Transfers	\$13,907,819	\$13,601,773	\$13,897,732			
	Reserves	-	-	\$631,636			
	Capital						
Capital	Personnel Services	\$7,145,458	-	-			
	Employee-Related Costs	-	-	-			
	Operating Expenses	\$67,562,302	\$151,400,590	\$181,460,032	-	-	20%
	External Services	\$882,490	-	-			
	Debt Service	-	-	-			
	Indirect Costs	-	-	-			
	Internal Transfers	\$3,768,507	-	-			
Grand Total		\$423,509,440	\$508,947,290	\$609,344,368			
Full Time Equivalent		512.8	524.4	548.6			

17% increase in baseline operating costs from 2021-22 to 2023-24, 1% increase from enhancements*

*Does not include new services funded through proposed excise tax

2023-2024 CITY OF TACOMA
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2022 Six Year Revenue Plan

Year	Solid Waste	Wastewater	Stormwater
2023	4.0 %	8.0%	6.0%
2024	4.0 %	8.0%	6.0%
2025	4.0 %	7.0%	5.0%
2026	4.0 %	7.0%	5.0%
2027	4.0 %	6.0%	4.5%
2028	4.0 %	6.0%	4.5%

The 2022 proposed revenue plan was reviewed and recommended for implementation by the Environmental Services Commission

*Solid Waste bill will decrease by \$0.50 in 2024 when recycle education surcharge sunsets (~1% decrease)

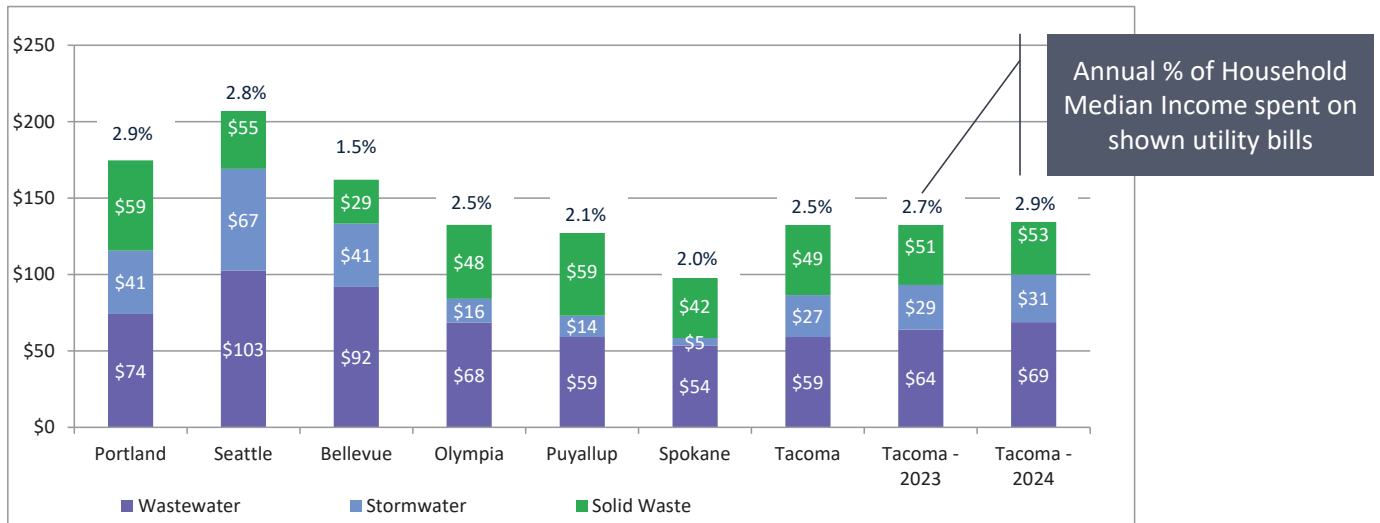
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Average Residential Customer Bill

	2022 Monthly	2023 Monthly	2024 Monthly	\$ Difference		% Difference	
Wastewater	\$59.11	\$63.99	\$68.80	\$4.88	\$4.81	8.3%	7.5%
Stormwater	\$27.40	\$29.22	\$31.18	\$1.81	\$1.96	6.6%	6.7%
Solid Waste	\$49.05	\$51.21	\$53.47	\$2.16	\$2.26	4.4%	4.4%

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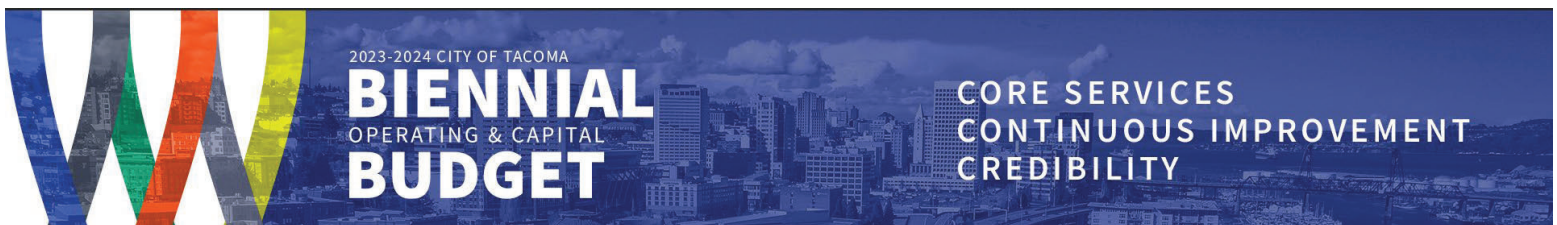
2022 Residential Bill Comparison



**Based on theoretical residential customer: 7,000 SF residential lot for surface water, 6 CCF water for wastewater, and for solid waste a 60 gallon garbage container, two 90 gallon recycling containers, and two 90 gallon yard/food waste containers picked up every other week (or a weekly equivalent)*

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2023-2024 Budget Development



Issues & Considerations

- Department of Ecology General Nutrient Permit
 - City engaged in several lawsuits; outcome and impacts not yet known
- System capacity constraints and planning for future growth
- Needed increases in Asset Management investments
- Funding sources for City and Council priorities
 - 2030 Climate Action Plan
 - General litter, trash, and debris response



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2023-2024 Strategy & Goals

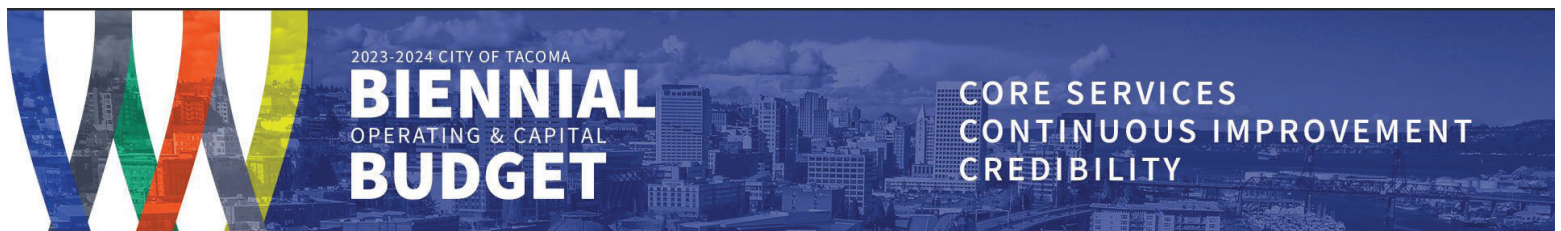
- Make limited, targeted investments and service enhancements
 - Support policy goals
 - Equity (alignment with Environmental Services Racial Equity Action Plan)
 - Environment (alignment with Climate Action Plan)
- Continue customer support through enhanced assistance programs
 - Environmental Services increasing program contribution by \$1M by 2025
- Focus on financial recovery from the pandemic
 - Largely maintain the status quo for service levels and operations
 - Long-term staffing needs assessment and planning
 - Offset enhancements where possible (new revenues/reductions)
- Address regulatory requirements/critical business needs
 - Planning/responding to growth and regulatory changes
 - Health and safety
 - Solid Waste growth



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2023-2024 Major Initiatives & Proposals



2023-2024 Major Initiatives - Equity

- Enhance Equitable Environmental Education & Transcreation (+2 FTE; \$900K)
- Add Environmental Services Equity Lead (+1 FTE; \$180K)
- Enhance Driver-in-Training Program (+2 FTE; \$340K)
- Support Green Stormwater Infrastructure Diversity and At-Risk Job Training Program (\$150K)



2023-2024 Major Initiatives - Environment

- Develop Stormwater Comprehensive Plan & Flooding Vulnerability Study (\$450K)
- Fund Grant Match for Sea Level Rise Master Plan (\$200K)
- Hire New Data and Grant Analyst (+1 FTE; \$200K)
- Replace Pool Vehicle to Electric-Powered Truck (\$60K)
- Educate Property Owners Adjacent to Open Space (\$60K)

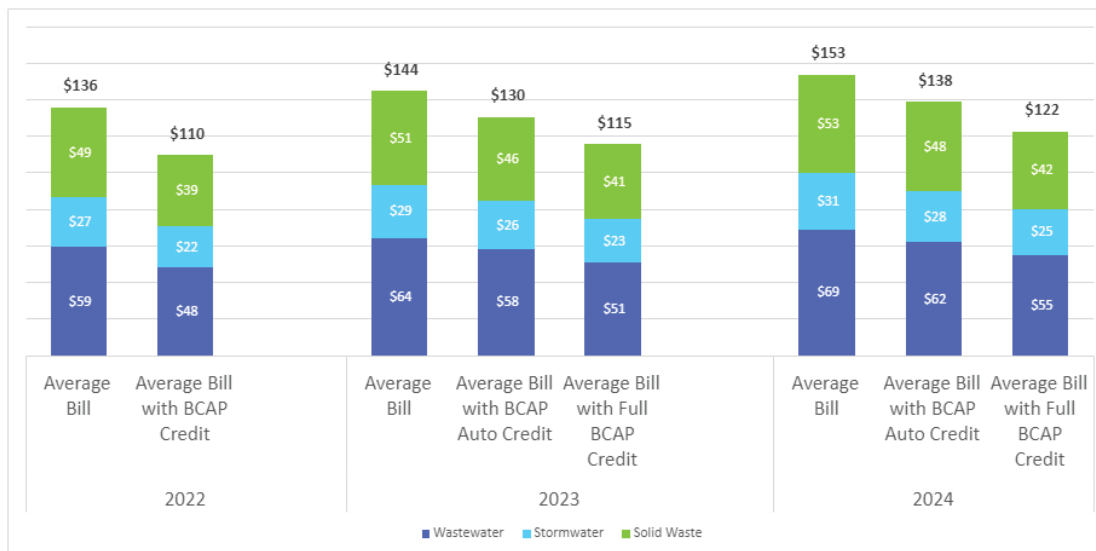


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2023-2024 Major Initiatives – Customer Support

Average Residential Customer Bill with Assistance



2024 Annual available BCAP credit:
\$372
for all three Environmental Services utilities

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2023-2024 Major Initiatives – Health/Safety & Growth

- Add Engineer for Collection System Capacity Modeling (+1 FTE; \$290K)
- Abate Hazardous Materials at Central Treatment Plan (\$100K)
- Provide Wildfire Smoke Filter Fans for At-Risk Residents (\$60K)
- Improve Neighborhood Cooling & Air Quality Relief Centers Access (\$100K)



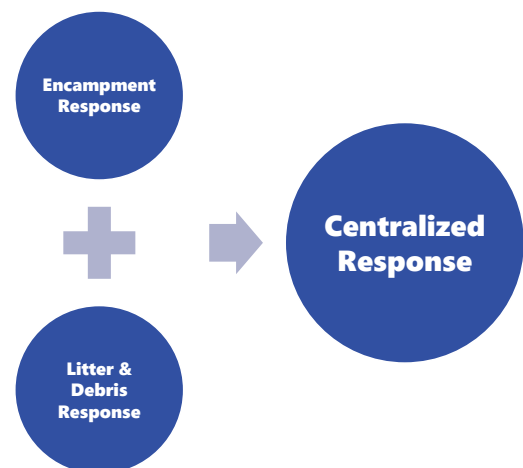
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2023-2024 Major Initiatives – Health/Community Clean Up Services

- 6% Excise Tax on Solid Waste Bill starting in April 2023
- \$3 per month for 60 Gallon Container
- Spending plan includes funding for Bill Payment Assistance (BCAP)

2023-2024 Projections	
Encampment Response	\$2.5 M
Litter & Debris Response	\$3.7 M
Sanitation Staff Support & Communication	\$0.7 M
Bill Payment Assistance (BCAP)	\$0.3 M
Total Expense	\$7.2 M
Total Estimated Funding	\$7.2 M



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2023-2024 Major Initiatives – Business Needs

Solid Waste Enhancements

- Add Staff Support for Commercial Collections Growth and New Compost Program Contract (+4 FTE; \$0 Net Zero Financial Impact)
- Continue Satellite Recycling Stations Cleanliness & Maintenance (+1 FTE; \$170K)
- Add Customer Service Representatives (+2 FTE: \$200K)



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Summary

- Environmental Services is still recovering from the pandemic
 - Commercial revenues have not fully returned
 - Rate increases are required to address operating expense and construction inflation
- 2023-2024 Strategy focuses on
 - Improving our financial state
 - Supporting Council priorities through targeted investments
 - Equity
 - Environment
 - Health
 - Addressing critical business needs
 - Supporting our most vulnerable customers

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Environmental Services

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