



# Asset Management

City of Tacoma  
Office of Management & Budget and Public Works  
City Council Study Session  
May 1, 2018



## AGENDA



- Asset Management Overview
- Definitions
- State of the Assets Report Outs
  - Fleet
  - Facilities
  - Transportation Assets
  - Other
- Next Steps



## OVERVIEW



- Why
  - The City's assets represent a significant investment by taxpayers. Asset management seeks to monitor and maintain their value.
- Purpose
  - Maintain levels of service assets provide
  - Plan for future growth and needed investments
  - Cost smoothing/sustainable and predictable funding
- Other Benefits
  - Extends the useful life of assets, resulting in cost savings
  - Minimize risk of failures

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## BEST PRACTICES



- Continual Assessment
  - Periodic reporting on condition of assets
  - Keep managers informed of potential problems
- Life Cycle Replacement
  - Maintain database of expected life of asset
  - Ensure proper inspection schedule
- Prioritization
  - Monitor short and long range goals and needs
  - Allocate funding
- Some asset areas may require different management and funding strategies



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## DEFINITIONS



### Condition

- Inventory
- Condition Assessment

### Consequence & Risk of Failure

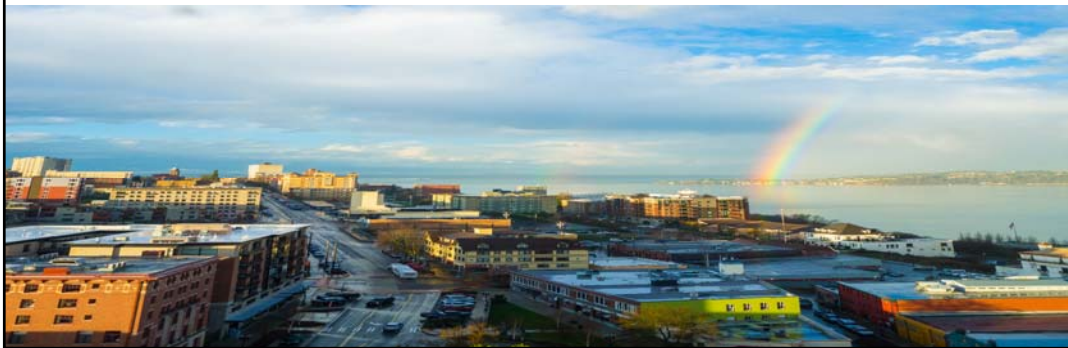
- Impact/significance of failure
- Likelihood

### Level of Service

- Industry standards
- Public perception
- Ability to meet current and future needs

### Funding Strategy

- Dedicated source
- Sufficient amount
- Ongoing maintenance vs. one-time



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## FLEET SERVICES



- **1,271 Vehicles**
  - General Fund and non-Utility **861**
  - Environmental Service **410**
- **9.6 years** = average vehicle age
  - **5 years** = ideal age
  - **46%** of vehicles are overdue for replacement
- Need additional vehicle replacements and to restart Replacement Fund
  - Unfunded since 2009

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• <b>Total Public Facilities</b>	<b>50</b>
• Municipal Service Buildings	3
• Metro Parks Maintained	4
• Neighborhood & Community Service Dept.	5
• Public Works Department	6
• Tacoma Police Department	8
• Tacoma Fire Department	24

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|--|---|
| <ul style="list-style-type: none"> <li>• <b>Average age = 50 years</b> <ul style="list-style-type: none"> <li>• Majority are in fair to poor condition</li> <li>• Assessment of existing facilities is underway</li> </ul> </li> <li>• <b>Preliminary Observed Deficiencies: \$45M to \$55M</b></li> </ul> | <ul style="list-style-type: none"> <li>• <b>Short Term Goals</b> <ul style="list-style-type: none"> <li>• Deferred Repair &amp; Replacement Program</li> <li>• Focus on preservation and critical building systems</li> </ul> </li> <li>• <b>Long-term Goals</b> <ul style="list-style-type: none"> <li>• Continue to explore dedicated funding source for on-going program.</li> </ul> </li> </ul> |
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## STREETS



- **2,118** lane miles of streets (**864** arterials)
- 2015 assessment
  - Average Pavement Condition Index (PCI) **59** (fair)
- Dedicated funding
  - Streets Initiative (expires 2026)
  - Transport. Benefit District car tabs (\$20)
  - Dedicated gross earnings tax
  - Motor Vehicle Fuel Tax



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## BRIDGES



- **43** bridges for which City is responsible
- Routinely inspected
  - **7** structurally deficient
  - **9** functionally obsolete
- Limited Dedicated Funding
  - Maintenance funding addresses inspections and minor repair
  - Capital Improvements primarily provided through grants



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## TRAFFIC SIGNALS



- **335** signalized intersections
- **200** flashing beacons (school beacons, pedestrian beacons, 4-way stops)
  - **1/2** of signalized intersections utilize significantly outdated technology (early 1990's or older)
  - **1/3** have failed detection and operate on set timers
- Limited Dedicated Funding
  - Capital improvements primarily funded through grants
  - Car strikes can have a significant impact on M&O budget



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## STREETLIGHTS



- **23,000** fixtures
- LED streetlight conversion project ongoing
  - Addressing **75%** of fixtures
  - Condition assessment done in conjunction with replacement
- Limited Dedicated Funding
  - Capital improvements primarily funded through grants
  - Wire theft and car strikes can have a significant impact on M&O budget

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## TRAILS



- **15.5 miles** of trails
- No condition assessment, however most trails relatively new
- Funding primarily provided through grants
  - No ongoing maintenance funding



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## NEXT STEPS



### Next Steps and Recommendations

- Improve asset knowledge
  - Fund studies for unknown assets
- Complete high-priority/high-impact improvements
- Explore potential funding sources

### Long-term Goal

- Citywide Asset Management Program
  - Long-range Strategic Investment Plan
  - Planning and funding alignment
  - Biennial reports to Council on the "State of the Assets"

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