



APPROVED 8-24-16

MINUTES  
City of Tacoma  
Public Utility Board Study Session  
August 10, 2016  
3:00 p.m.

Ms. Trudnowski called the Public Utility Board study session to order at 3:04 p.m. at the Public Utilities Administration Building.

Present: Bryan Flint, Woodrow Jones, Karen Larkin, Monique Trudnowski

Excused: Mark Patterson

**Tacoma Water: Vulnerability Assessment**

Chris McMeen, Deputy Water Superintendent, stated our current vulnerability assessment came out of the 9/11 response. However, we realized the threats and risks are much larger and broader than just terrorists so all areas of risks and hazards were addressed. Today's presentation will look primarily at what has been determined to be our greatest risk; seismic vulnerability. Mr. McMeen introduced Prabhat Karna, Professional Engineer, Donald Ballantyne, Ballantyne Consulting, and CH2M consulting team; Forrest Gist, and Enoch Nicholson.

Forrest Gist of CH2M stated an all hazards vulnerability assessment was done in 2015. The assessment revealed that over half of the risks we face are seismic. As a result of that finding, a seismic vulnerability assessment has been done. The assessment process was split into ten tasks. These include information gathering, site visits, threat characterization, consequence analysis, vulnerability analysis, threat analysis, risk and resilience analysis, risk and resilience management, report development and project management. Mr. Gist then detailed each project task.

Mr. Gist stated the assessment produced over fifty recommendations. Each recommendation has a specific timeline and cost. The recommendations were broken out into four phases. The goals, costs and timelines for each phase were reviewed. In response to a request for clarification by a Board member regarding the ten year plan, Mr. Gist explained that the recommendations are actions that are taken before an earthquake. Director Gaines stated that these recommendations are from the consultants and at this point are not TPU staff recommendations.

Don Ballantyne, Ballantyne Consulting Seismic Analysis expert, was introduced. Mr. Ballantyne stated the assessment looked at four different seismic scenarios; Deep Benioff, Cascadia subduction, South Whidbey Island fault and the Tacoma fault. The most significant hazards we are dealing with is liquefaction and damage to various pipelines. The pipeline seismic performance scenarios, water service restoration times, seismic consequence costs, and seismic risk costs per year were reviewed. The next steps include development of post-earthquake level of service goals, further seismic and structural studies and emergency response planning with other agencies.

In response to a question from a Board member, there is technology to have flexible pipe to connect crossings across liquefaction areas but it is very difficult and expensive because it is such a large area to service.

In response to a question from a Board member; trucking water to hospitals is a possibility but we need to have further discussions with hospitals to get a better idea of what their needs are.

### **TPU: Emergency Management Update**

Director Gaines introduced Heather Huller, Management Analyst and acknowledged Superintendent McCrea (absent) for her efforts in the Emergency Response Plan. Ms. Huller provided an overview of TPU's emergency management program. The purpose is to establish a systematic approach for TPU-wide mitigation, prevention, planning, response and recovery; create a Continuity of Operations Plan (COOP), create a framework that aligns with the National Response Framework/National Incident Management System, and to coordinate with federal, state and local organizations. Ms. Huller outlined TPU's accomplishments in 2015/2016, stating the main internal accomplishment was identifying the gaps in planning. The major external accomplishment was building interagency relationships.

Ms. Huller then gave a brief report on the region-wide Cascadia Rising earthquake drill and TPU's participation. What we know about Cascadia subduction is that it will drastically affect the infrastructure. Ms. Huller stated the main purpose of the drill was to coordinate disaster operations, practice communication techniques and solidify relationships between response organizations. Ms. Huller then detailed the after action review which included the exercise objectives, situational assessments, operational coordination, operational communication, infrastructure systems, critical transportation and economic recovery. Ms. Huller concluded the presentation by reviewing the next steps for emergency management and performance improvement.

In response to a Board inquiry, Ms. Huller stated these exercises will occur approximately every two years.

In response to a Board inquiry, Ms. Huller stated that City Attorney, Bill Fosbre, is working with the city to define the Director's authority in an emergency event.

Board members congratulated TPU for participating in the event.

## **Tacoma Power: Strategic Plan Update**

Chris Robinson, Power Superintendent, made introductory remarks and introduced, Cliff Lewis from Traversa Consulting (participated by phone). The last strategic plan was completed in 2008. Superintendent Robinson reviewed the focus areas from the 2008 plan and reviewed the guiding principles for the new plan. Superintendent Robinson explained how the strategic plan was developed, which included stakeholder interviews, customer and employee surveys, and section SWOT analysis. The major challenges included decreased wholesale revenues, retail load loss/slow growth, “silver tsunami”, increasing regulatory requirements, increasing power supply costs, rate increase projections and increasing customer expectations. Superintendent Robinson then outlined the ten strategic objectives for Tacoma Power; engaging customers and employees, satisfy customer needs, promote economic development, optimize wholesale revenue, chart Click!’s future, prioritize and promote safety, strategic people management, doing the right things right, leverage technology, and maintain financial strength. Superintendent Robinson shared the Power strategy map. The strategy map is designed to be a communication tool and will be updated quarterly. Superintendent Robinson noted there are currently thirty strategic initiatives that fall within the ten strategic objectives. These initiatives will remain on the strategy map until they are complete. New initiatives will be created and added to the map as needed. In the interest of time, Superintendent Robinson briefly reviewed some of the initiatives. Superintendent Robinson concluded the presentation with a review of the communication plan and FTE impacts to the power budget.

In response to a question from a Board member, Superintendent Robinson said there is an environmental focus initiative, not an objective.

In response to a Board member inquiry, Superintendent Robinson stated we are working with Human Resources to create guidelines for a diversity plan.

## **Adjournment**

The study session was adjourned at 6:04 p.m. until the next regularly scheduled study session on Wednesday, August 24, 2016 at 3:00 p.m.

Approved:

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Mark Patterson, Chair

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Woodrow E. Jones, Jr., Secretary