



City of Tacoma

Performance Evaluation

Jackie Flowers

FINAL

Performance Period: August, 2019 to July, 2020

Evaluators: Tacoma Public Utility Board—Karen Larkin, Bryan Flint, Mark Patterson, Christine Cooley, Carlos Watson

Date: 7/8/20

Mission, Values, and City Strategic Goals

Our Mission

Tacoma Public Utilities provides services that are vital to our quality of life.

Our Values

- **Serving our customers**
- **Respecting people**
- **Caring for our community and the environment**
- **Achieving excellence**
- **Operating safely**

Tacoma 2025 Goals



Livability

Tacoma residents have opportunities and amenities such as connected neighborhoods, accessible and efficient transportation options, and vibrant arts and culture while maintaining affordability.



Economy & Workforce

Tacoma Residents can find livable wage jobs in key industry areas. Tacoma will be place of choice for employers, professionals, and new graduates.



Education

Tacoma leads the region in education for youth and adults by producing more graduates from high school and college, linking residents to employment in the region, and investing in lifelong learning opportunities.



Civic Engagement

Tacoma residents are engaged participants in making Tacoma a well-run city. Elected and volunteer leadership of the city reflects the diversity of the city and residents fully participate in community decision making.



Equity & Accessibility

All residents are treated equitably and have access to services, facilities and financial stability.



Government Performance

In addition to the community goals articulated by the vision, it is clear that citizens wanted a government that works for them – one that is efficient, fiscally responsible, and effective.

2019/2020 Public Utility Board Strategic Direction

Approved

SD1: Equity & Inclusion

TPU is committed to achieving equity and inclusion in its workforce, serve territory, policy decision making and community/stakeholder engagement.

SD2: Financial Sustainability

TPU will secure its commitment to provide safe and reliable power, water, and rail services over the long term by maintaining sustainable budget, financial, and asset management practices.

SD3: Rates

TPU rates for power, water, and retail services play an important role in securing a strong economy, establishing equity among customers, and producing revenue sufficient to provide safe, reliable, and environmentally-sensitive utilities services. TPU strives to ensure rates will be adequate, fair, just, and reasonable.

SD4: Stakeholder Engagement

TPU is committed to proactive engagement and open dialogue with customers and other stakeholders to understand their needs and improve service that informs decision-making while enhancing community understanding of TPU's operations, programs, and services.

Under development

SD5: Environmental Leadership

TPU is committed to being stewards of the region's bountiful natural resources, and a leader in the preservation, protection, and restoration of those resources while maintaining our excellent delivery of services. It is clear that in order to ensure we fulfill our operational duties into the future, we must balance our resource usage with the health of our environment.

SD6: Innovation

TPU faces complex challenges including aging infrastructure, shifting workforce dynamics, uncertain sources of supply, changing regulatory requirements, dynamically changing markets and rising customer expectations. TPU is committed to fostering a culture of innovation to meet these challenges today and into the future. Innovation refers to fresh thinking that creates value for customers, including:

- Improved processes, policies and ways of doing business
- New or enhanced products and services
- New technologies and infrastructure

An innovative culture will enable an environment of creativity, experimentation and incubation to achieve new approaches to serve our customers, manage assets, finance investments and realize superior utility performance with the added benefit of enhancing sustainability.

SD7: Reliability and Resiliency

SD8: Telecom

SD9: Economic Development/Undergrounding

SD10: Government Relations

SD11: Decarbonization/Electric Vehicles

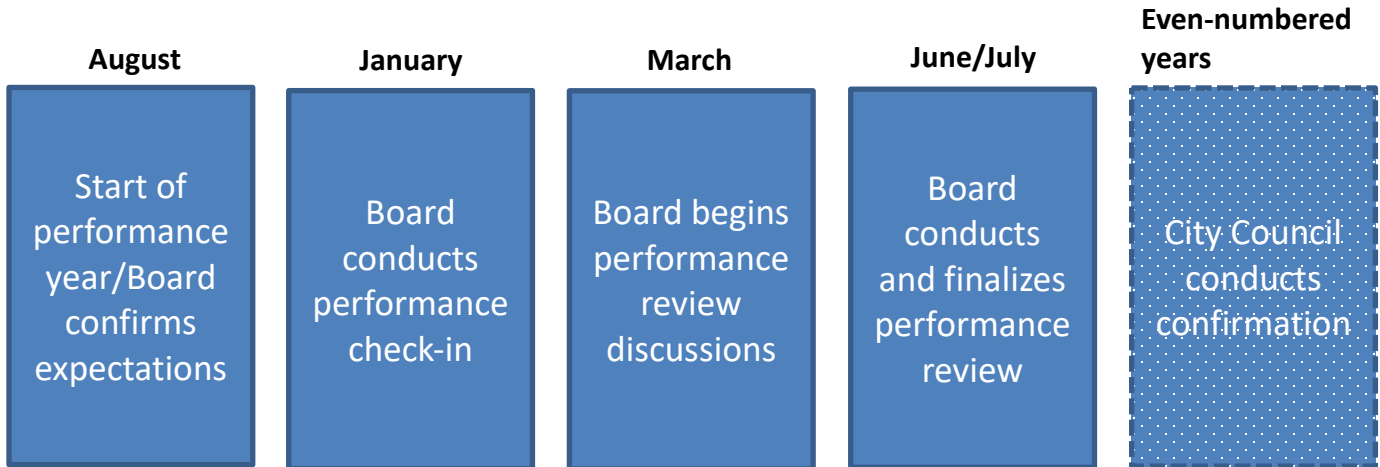
SD12: Employee Relations

SD13: Customer Service

SD14: Resource Planning

Performance Management Process

Performance Year: August through July



Ratings Definitions

Exceptional Performance: Demonstrates particularly excellent sustained performance of such high quality that it results in meeting organizational goals that would not otherwise have been achieved. Exerts a significant positive influence toward organizational growth. Demonstrates the performance characteristics outlined in the "Exceeds Expectations" and "Effective" categories.

Exceeds Expectations: Demonstrates unusually good performance that exceeds expectations in critical areas. Exhibits sustained support of organizational goals. Improves the quality and/or cost effectiveness of management practices, operating procedures, task assignments and/or program activities. Effectively handles difficult and unpredicted and/or unprecedented problems.

Achieves Expectations: Demonstrates good, sound performance that meets organizational goals. Completes critical activities in an effective manner. Applies technical skills and organizational knowledge to successfully carry out assigned duties. Plans and performs work according to organizational priorities and schedules. Communicates clearly and effectively.

Requires Development: Performance is deficient in one or more key areas and will require additional training or assistance to fully achieve expectations.

Unsatisfactory: Shows a lack of awareness of or regard for policy implications or assignments. Circumvents established procedures, resulting in unnecessary expenditure of time or resources. Reluctance to accept responsibility. Performance failed to meet expectations in essential areas of responsibility and/or critical goals were not met. Work is behind schedule and/or of poor quality.

Tacoma 2025 Focus Area: Equity and Accessibility

Public Utility Board Priority: *SD1 Equity and Inclusion*



Strategic Direction	Strategies	Comments	Performance
TPU is committed to achieving equity and inclusion in its workforce, serve territory, policy decision making and community/stakeholder engagement.	1. Establish an organization culture that embraces diversity, equity, and inclusion through training and employee engagement.	The Director has consistently demonstrated a commitment to lead the organization towards a culture of diversity, equity, and inclusion. She has done so systematically, creatively, and with humility and compassion. This is a culture change strategy that will require attention for a long time. Goals measurements and pace of completion will need to be monitored to prevent burn-out.	Exceeds Expectations
	2. Lead the organization through the change process resulting from the Workforce Equity Study.	The Board is confident the Director will keep this goal on track.	Achieves Expectations

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *SD2 Financial Sustainability; SD3 Rates*



Strategic Direction	Strategies	Comments	Performance
<p>SD2: Financial Sustainability TPU will secure its commitment to provide safe and reliable power, water, and rail services over the long term by maintaining sustainable budget, financial, and asset management practices.</p>	<p>1. Prepare a sustainable biennium budget proposal using a collaborative outreach process that includes the Board, the Council, Franchise Cities, and other key stakeholders by January 1, 2021.</p>	<p>Key issues related to the budget have been raised early in the process, and the Board has been educated and proactively engaged in the early discussions. The process of getting the policy discussions out ahead of the administrative number crunching continues. Outreach will be severely hampered by COVID-19 this cycle. The Board appreciates that TPU is working with General Government to understand the equity issues involved in community outreach during COVID-19.</p>	<p>Exceeds Expectations</p>
<p>SD3: Rates TPU rates for power, water, and retail services play an important role in securing a strong economy, establishing equity among customers, and producing revenue sufficient to provide safe, reliable, and environmentally-sensitive utilities services. TPU strives to ensure rates will be adequate, fair, just, and reasonable.</p>	<p>2. Identify strategies to keep rates low and prioritize initiatives to pursue and track success by December 31, 2020.</p>	<p>This past year the Director has faced some of the most challenging circumstances the utilities have seen in their history including adverse weather conditions, COVID-19 impacts and a severe economic downturn. In the face of these challenges and their impacts on the utilities finances, she has identified and implemented multiple strategies to keep rates low. Rate increases in the next budget will be a tough sell with constituencies unless the utilities can demonstrate clearly what has been cut.</p>	<p>Exceeds Expectations</p>
	<p>3. Maintain competitive rates for utility services.</p>	<p>The utilities are in a good position regionally with low to moderate rates and high quality services.</p>	<p>Achieves Expectations</p>

Tacoma 2025 Focus Area: Civic Engagement

Public Utility Board Priority: *SD4 Stakeholder Engagement*



Strategic Direction	Strategies	Comments	Performance
<p>TPU is committed to proactive engagement and open dialogue with customers and other stakeholders to understand their needs and improve service that informs decision-making while enhancing community understanding of TPU’s operations, programs, and services.</p>	<p>1. Identify data sets related to implementation of the stakeholder engagement strategic directive. Develop data collection and tracking mechanisms to support outreach efforts and measure effectiveness by December 31, 2020.</p>	<p>Staff continues to develop data collection and tracking systems that will give the Board a more holistic view of TPU’s public outreach efforts and effectiveness.</p> <p>The Board knows that staff feels empowered by our Director's leadership and encouragement.</p> <p>TPU has done a good job of developing strong community engagement and outreach strategy, culture, and organizational structure. The value of that is tested in crises like COVID-19. TPU is seen as trusted, reliable and transparent.</p>	<p>Achieves Expectations</p>
	<p>2. Report at least biannually to the Public Utility Board on stakeholder and customer engagement efforts.</p>	<p>The Director has demonstrated her efforts in the past to robust, proactive community outreach and engagement.</p>	<p>Exceeds Expectations</p>

Tacoma 2025 Focus Area: Civic Engagement

Public Utility Board Priority: *SD5 Environmental Leadership*



Strategic Direction	Strategies	Comments	Performance
<p>TPU is committed to being stewards of the region's bountiful natural resources, and a leader in the preservation, protection, and restoration of those resources while maintaining our excellent delivery of services. It is clear that in order to ensure we fulfill our operational duties into the future, we must balance our resource usage with the health of our environment.</p>	<p>1. Identify opportunities to participate in local (City of Tacoma and franchise city) events to raise awareness about energy and water conservation programs by July 1, 2019.</p>	<p>Not only has TPU been a participant, but has been a partner in hosting and facilitating such events. What is better than kicking off the first electric bus with the Governor? The event to launch EV commuter vans is another good example.</p>	<p>Exceeds Expectations</p>
	<p>2. Develop and implement community outreach plan related to Environmental Action Plan initiatives completed by December 31, 2020.</p>	<p>There has been good TPU participation in the City's Environmental Action Plan. Progress has been interrupted by COVID-19 restrictions beyond control of Director.</p>	<p>Achieves Expectations</p>
	<p>3. In coordination with the City Manager in 2020, establish a training plan for utility leaders regarding climate science and equity awareness related to how climate change impacts the delivery of services to the public and capital improvements.</p>	<p>This is a vital training for staff. The Board looks forward to seeing additional progress in the future.</p>	<p>Achieves Expectations</p>

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *SD6 Innovation*



Strategic Direction	Strategies	Comments	Performance
<p>TPU is committed to fostering a culture of innovation to meet these challenges today and into the future. Innovation refers to fresh thinking that creates value for customers, including:</p> <ul style="list-style-type: none"> • Improved processes, policies and ways of doing business • New or enhanced products and services • New technologies and infrastructure 	<p>1. Foster a spirit of innovation that values our customer and enhances our operational excellence. Develop maturity model and roadmap for innovation by December 31, 2020.</p>	<p>While staff work is in the development stage, the Director has established a clear message that TPU is an organization that values innovation. The Board believes staff feel more empowered to bring forth and pursue innovative ideas and strategies under her leadership.</p>	<p>Exceeds Expectations</p>
	<p>2. Champion AMI project including plan and initiate customer outreach, complete integration and testing, and execute AMI initial deployment area (100 electric and 100 water meters) by December 31, 2020.</p>	<p>The Director has maneuvered this project strategically and with great focus. She has mitigated political risks while exhibiting expert-level project management. AMI will transform this utility. The Director has done an excellent job giving AMI its due priority, and interweaving the story of its worth it into all strategic directives. The policy review and the decision making process for the Board has been excellent.</p>	<p>Exceeds Expectations</p>
	<p>3. Lead steps to advance development of customer portal (initiate contract for Customer Engagement Portal vendor) and identify priority opportunities to transform customer experience. Publish customer engagement portal by December 31, 2020.</p>	<p>It is clear, under the Director’s leadership, that staff is committed to achieving maximum customer benefits.</p>	<p>Achieves Expectations</p>
	<p>4. Oversee development of data governance and TPU work practices to enhance data centered decision-making in TPU operating divisions.</p>	<p>The Director is a strong advocate of these changes. The work has been well coordinated between multiple divisions. The Board believes this is a critical element of the AMI deployment and should be prioritized for</p>	<p>Achieves Expectations</p>

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *SD6 Innovation*



		staffing and funding so the full benefits of AMI can be achieved in a timely manner.	
	5. Identify priority strategies from the Digital Transformation Roadmap for implementation with particular focus on customer facing initiatives by December 31, 2019. Publish distribution automation and geospatial program roadmaps by December 31, 2020.	On track	Achieves Expectations

Tacoma 2025 Focus Area: Economy and Workforce

Public Utility Board Priority: *SD7 Reliability and Resiliency*



Strategic Direction	Strategies	Comments	Performance
TBD	1. Establish initiatives that will enhance comprehensive TPU emergency response capabilities by December 31, 2019.	<p>Responding to the COVID-19 crisis while at the same time staying focused on preserving at least some progress on other important priorities has required leadership and strong communication skills.</p> <p>2020 is a year being defined by emergency response capabilities. The Director rose to the challenge associated with COVID-19 with grace, compassion, an eye for equity, and the ability to gain information to act quickly. She has exhibited a fierce level of leadership. She also worked closely with our community partners and City Government. This collaboration led the City's response to be clear and well-coordinated, where the nation has unfortunately observed how poor coordination has harmed response effectiveness at the national level.</p>	Exceptional Performance
	2. Identify strategies to build workforce “K to career” talent pipeline, including outreach, internships, and veteran’s programs. Initiate action to implement two strategies by December 31, 2020.	In progress. Reporting for this item was delayed by COVID-19; however, the Board would like to see a comprehensive, long-term plan of action on this goal and more progress.	Achieves Expectations

Tacoma 2025 Focus Area: Economy and Workforce

Public Utility Board Priority: *SD8 Telecom*



Strategic Direction	Strategies	Comments	Performance
TBD	<ol style="list-style-type: none"> 1. Execute the strategic direction for Click Network! <ul style="list-style-type: none"> • Implement strategies to maintain customer base during the transition • Develop a governance structure, including a strategy to monitor and report the status of the public-private partnership • Manage workforce transition 	<p>The partnership with Rainier Connect maintains ownership of the fiber asset and meets all 12 policy goals. That is a result that was only a vague hope two years ago, and yet it is a fully realized accomplishment now. This would not have been possible without the driving force of the Director’s stakeholder engagement, her courage against those trying to derail the process for their own gain, and dedication to the customers. The Click Network! transition was made without any service interruptions to the customers. The Director has consistently focused on producing the intended outcome of the policymakers.</p>	Exceptional Performance

Tacoma 2025 Focus Area: Economy and Workforce

Public Utility Board Priority: *SD9 Economic Development/Undergrounding*



Strategic Direction	Strategies	Comments	Performance
TBD	1. Examine policy and procedure to identify potential modifications to reduce barriers to economic development and redevelopment opportunities important to the City of Tacoma and franchise cities by December 31, 2019.	The Director’s leadership in directing this work to be highly collaborative has led to a more coordinated approach to attracting new businesses. The Economic Development Strategic Plan is being implemented. The Board looks forward to seeing appropriate measurements of progress.	Exceeds Expectations
	2. Develop and assess effectiveness of pilot program related to undergrounding distribution lines by June 30, 2020.	The pilot plan was likely affected by the COVID-19 emergency. However, its viability remains questionable. A renewed effort should be made to test its effectiveness post-COVID.	Achieves Expectations
	3. Support Public Works Department in review of policies associated with utility participation in infrastructure relocation projects.	The TPU work has been completed. Public Works is tasked with moving this strategy forward.	Achieves Expectations

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *SD10 Government Relations*



Strategic Direction	Strategies	Comments	Performance
TBD	1. Continue to build and enhance positive working and collaborative relationship with the Public Utility Board. Q23	The Director’s communication with the Board is exceptional. She is timely, open and provides a level of detail required for the Board to make informed policy decisions. She brings issues to the Board early with thoughtful research, options and recommendations. She has established procedures for capturing Board comments and questions and follows-through on Board requests. She has established a high level of trust with the Board.	Exceptional Performance
	2. Map out development process for Principles of Board Governance in key areas and identify existing policies and/or resolutions germane to the process by July 1, 2019. Q24	This process has been a completely new level of engagement with the Board of Directors. The Director set out a process that gave the Board complete control over the content of the strategic directives. She actively managed and adapted the process as we went to create a careful balance between Board and staff. Given the long-held cultural norms, the fact that the Board members are volunteers, and that there is not a playbook for this level of engagement at TPU, the process has produced a solid body of work to date. Work on this level of fundamental governance can easily get bogged down in analysis paralysis, endless process modifications, or competing agendas or viewpoints. So far it has moved along at an appropriate pace to create a body of work that all are invested in and supportive of. The Board has never	Exceeds Expectations

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *SD10 Government Relations*



		worked so hard. The Board is proud of the work we have done so far. The staff appreciates the clarity it fosters. Importantly, the Board has seen evidence that the Strategic Directives have begun to make it into the staff's daily work, and are guiding policy development at the staff level. This will be important going forward. The Board looks forward to seeing that integration continue as time goes on.	
	3. Identify strategic areas of focus to support the City's Vision 2025 by January 1, 2019.	This work has been exceptional and continues to be. This has fostered the strong relationship between TPU and General Government and helped focus our development of the strategic directives.	Exceeds Expectations
	4. Work with City Manager to ensure efficient and effective utilization of shared and/or complementary City resources and services in accordance with Prop 3.	All shared services have been integrated to maximize the overall effectiveness for the citizens of Tacoma and utility customers. Hiring for employees in shared services (HR Safety, Emergency management, etc.) were coordinated and procedures for similar operations adopted. Both the Director and the City Manager are aligned on the greater good and creating an efficient system that serves the public.	Exceeds Expectations
	5. Continue to build and enhance the positive working and collaborative relationship with the Mayor, City Council Members, and the City Manager.	The Director has established an excellent working relationship with the City Manager. Their joint leadership is visible to employees across the city and sets the tone for cooperative working relationships throughout all levels of the organization. The Director has established positive working relationships with the Mayor and the City Council. Her advice and	Exceptional Performance

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *SD10 Government Relations*



		opinions are well-respected and trusted at all levels of government.	
--	--	--	--

Tacoma 2025 Focus Area: Livability

Public Utility Board Priority: *SD11 Decarbonization/Electric Vehicles*



Strategic Direction	Strategies	Comments	Performance
TBD	1. Identify three key transportation decarbonization strategies by December 31, 2019.	The work that TPU is doing in this area is exciting. Tied into environmental leadership and innovation, it is positioning TPU to help foster the electrification of transportation in a number of ways. Demonstration projects like the electric school bus will pay dividends as TPU is seen as a credible partner and innovator in this space. Projects like the development of shore power will have a measurable impact on the reduction of greenhouse gases, and the increased use of Tacoma Power's recess power. Doing the latter will help reduce rates for all utility customers.	Exceeds Expectations
	2. Finalize the Transportation Electrification Strategic Plan following stakeholder engagement consistent with SD 4. Target PUB adoption by May 31, 2020.	This is in its infancy stage, and the Board looks forward to its continued development.	Achieves Expectations

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *SD12 Employee Relations*



Strategic Direction	Strategies	Comments	Performance
TBD	1. Establish a strong safety culture in all aspects of the organization through increased emphasis on safety, enhanced training, and standard metrics.	The Director’s strong commitment to safety is recognized across the city. She has worked collaboratively with General Government, even doing a joint hire, so that we all learn from each other and maximize the benefits of the safety program. The foundation of the safety program provided base for the city’s response to the COVID-19 emergency.	Exceeds Expectations
	2. Champion the organization change process necessary to implement the Compensation and Classification study recommendations.	Coordination with General Government was moving this project along. This program is on hold due to COVID-19.	Achieves Expectations
	3. Implement strategies to continue to address the key findings from the employee survey.	The consistent effort to pull feedback from employees is appreciated. It allows for continuous improvement that the Director strives towards. Plans are put in place to affirm and adjust programming as a direct result of this survey. However, Tacoma Rail trails the other two operation units in their results. The Board would like the Director to present strategies to address these results.	Achieves Expectations
	4. Analyze organizational structure around organizational efficiency and span of control. Determine where opportunities exist and develop a plan to address priority items by December 31, 2020.	The Tacoma Water reorganization was completed successfully with positive employee participation. Other actions are on hold.	Achieves Expectations

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *SD12 Employee Relations*



--	--	--	--

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *SD13 Customer Service*



Strategic Direction	Strategies	Comments	Performance
TBD	1. Increase BCAP to either \$1,000,000 in bill assistance or 2,000 participating households by December 31, 2020.	The Director has led the organization to make significant progress in this regard. TPU has a more robust system with a focused outreach effort. This goal was upended by the COVID-19 emergency. The Director acted swiftly to bring forward policy changes that enhanced bill assistance programs to customers in need, increasing eligibility to the program, increasing funding and getting the word out so customers could take advantage of the program. The results speak for themselves. The Director’s leadership was literally first-in-country for responding to the COVID-19 crisis.	Exceptional Performance
	2. Raise senior leader awareness of customer circumstance with respect to income constraints by conducting a poverty simulator by October 31, 2019, and implementing key learnings.	Participation under the Director’s leadership was excellent. Taking the senior staff through the simulator was a fantastic idea. The Board has heard many staff comment on how insightful this training was to them and how it gave them a greater understanding of the challenges faced by low-income customers. With so many staff not living in the service territory, any organized exposure to the lives of our ratepayers is an important step to supporting our quality service to our customers.	Exceeds Expectations

Tacoma 2025 Focus Area: Economy & Workforce

Public Utility Board Priority: *SD14 Resource Planning*



Strategic Direction	Strategies	Comments	Performance
TBD	1. Establish a process that identifies key long-term contractual obligations (ex. Bonneville Power), identifies list of preferred product offerings, and ensures progress towards developing an evaluation process for renewal options by December 31, 2020.	<p>The presentations to the Board on emerging technologies were excellent. This gives the Board an enhanced foundation of knowledge moving forward with this critical, long-term decision-making process.</p> <p>TPU is making progress on becoming the utility of the future with a number of initiatives. AMI, the Imbalance Market, the electrification of transportation, and digital transformation are tools to foster that future. The Board is looking forward to seeing how they are integrated to set a long-term vision of our resource adequacy that makes TPU a leader in affordable power and the decarbonization of the electricity sector.</p>	Exceeds Expectations
	2. Complete Integrated Resource Planning process for 2020-2025 period including stakeholder engagement consistent with SD 4. Target PUB adoption by August 31, 2020.	In process.	Achieves Expectations

TPU Director Competencies

Ratings Definitions

Role Model Serves as an example of the values, attributes and behaviors associated with the competency. May be sought out as a coach by others and may contribute valuable ideas on how the organization can improve on specific behaviors.

Fully Competent Consistently demonstrates the values, attributes and behaviors. Requires coaching infrequently and may occasionally coach others.

Needs Improvement Requires coaching on a frequent basis to correct behaviors. Would benefit from additional focus on specific behaviors.

Competency	Definition	Performance
Business Acumen	Understand and demonstrate sound judgment, fiscal competence, and organizational business knowledge to optimize the quality of operations and services.	Fully Competent
Creative and Innovative Thinking	Develop innovative ideas that provide solutions to all types of workplace challenges.	Role model
Strategic Vision	Recognize and create a compelling view of the purpose and direction of the organization. Effectively communicate that vision, both internally and externally, to build commitment to achieving it.	Role model
Collaborates	Effectively work with others to understand interests and actively strive to achieve mutual goals and objectives.	Role model
Conflict Resolution	Help resolve complex or sensitive disagreements and conflicts. Effectively lead a rational process of illuminating issues, enhancing understanding of divergent interests, and identifying common grounds for a workable solution.	Fully Competent
Relationship Building and Inclusiveness	Build constructive working relationships characterized by a high level of acceptance, cooperation and mutual regard. Actively contribute to a work environment that embraces diversity and uses diverse perspectives to enhance the attainment of organizational goals.	Role model
Communications Effectiveness	Convey clear, timely, persuasive messages that positively influence the thoughts and actions of others.	Fully Competent
Performance Leadership	Create and nurture a performance-based culture that supports efforts to accomplish the organizational mission and goals.	Fully Competent
Tact and Diplomacy	Respond to difficult, stressful or sensitive interpersonal situations in ways that reduce or minimize potential conflict and maintains good relationships among internal and external customers.	Role model

TPU Director Competencies

Ethics and Integrity	Earn the trust, respect, and confidence of the organization and customers through consistent honesty, forthrightness and professionalism in all interactions.	Role model
-----------------------------	---	------------

Board Rating (Leadership Competencies)

(Check one)

- Exceptional performance
 Exceeds expectations
 Achieves expectations
 Requires development
 Unsatisfactory

Overall Rating and Comments

Overall Rating

- Exceptional performance Exceeds expectations Achieves expectations Requires development Unsatisfactory

Comments

The Director's performance has been professional, creative, responsive and effective in a year that has been extremely difficult, unpredictable and largely uncontrollable.

Director Flowers continues to demonstrate remarkable leadership throughout the year, but especially during the COVID-19 emergency. She has led with confidence, openness, trust and collaboration. She has been a role model for diversity and equity with a particular attention to low income customers. She has become a trusted and respected leader in the community.

Jackie Flowers is a strategic, collaborative, and consistent leader. She is setting high goals for the Utility and hitting all of the steps to reach them. She has faced unpredictable challenges at every turn, and still found success in the goals that were originally set.

Jackie Flowers continues to lead the organization during a time of tremendous change, and that is before the Coronavirus Pandemic arrived. She is resetting the culture, better defining the strategic direction, inspiring staff, building partnerships, and ensuring that responsibilities are appropriately delegated. The proof is how the organization has navigated the COVID-19 crisis with responsiveness and coordination. There have been no service interruptions to date, and steps have been quickly taken to mitigate impacts to ratepayers now and into the future.