

## Quarter 1, 2023 Performance Metrics Report Tacoma Public Utilities



### Financial Performance - Supports Strategic Directive: 2 (Financial Stability)

1 Debt Service Coverage		1 Debt Service Coverage		1 Debt Service Coverage	
2 Liquidity - Days Cash on Hand		2 Liquidity - Days Cash on Hand		2 Liquidity - Days Cash on Hand	
3 Budget Performance		3 Budget Performance		3 Budget Performance	

### Operational Excellence - Supports Strategic Directives: 3 (Rates); 5 (Environmental Leadership); 7 (Reliability & Resiliency)

4 Residential Bill Comparison		4 Residential Bill Comparison		4 Railroad Tariffs Comparison	
5 O&M Cost per Customer		5 O&M Cost per Account		5 Operating Ratio	
6 Outage Duration		6 Unplanned Service Disruptions		6 Locomotives Serviced	
7 Outage Frequency		7 Distribution System Leakage		7 On-Time Switching	
8 Non-Carbon Power Resources		8 Regulatory Compliance		8 Diesel Conversion	
9 Power Conservation		9 Water Conservation		9 Storm Water Stewardship	

### Commitment to Cust & Employees - Supports Strategic Directives: 5 (Environ. Leadership); 7 (Reliability); 12 (Emp. Relations); 13 (Customer Svc)

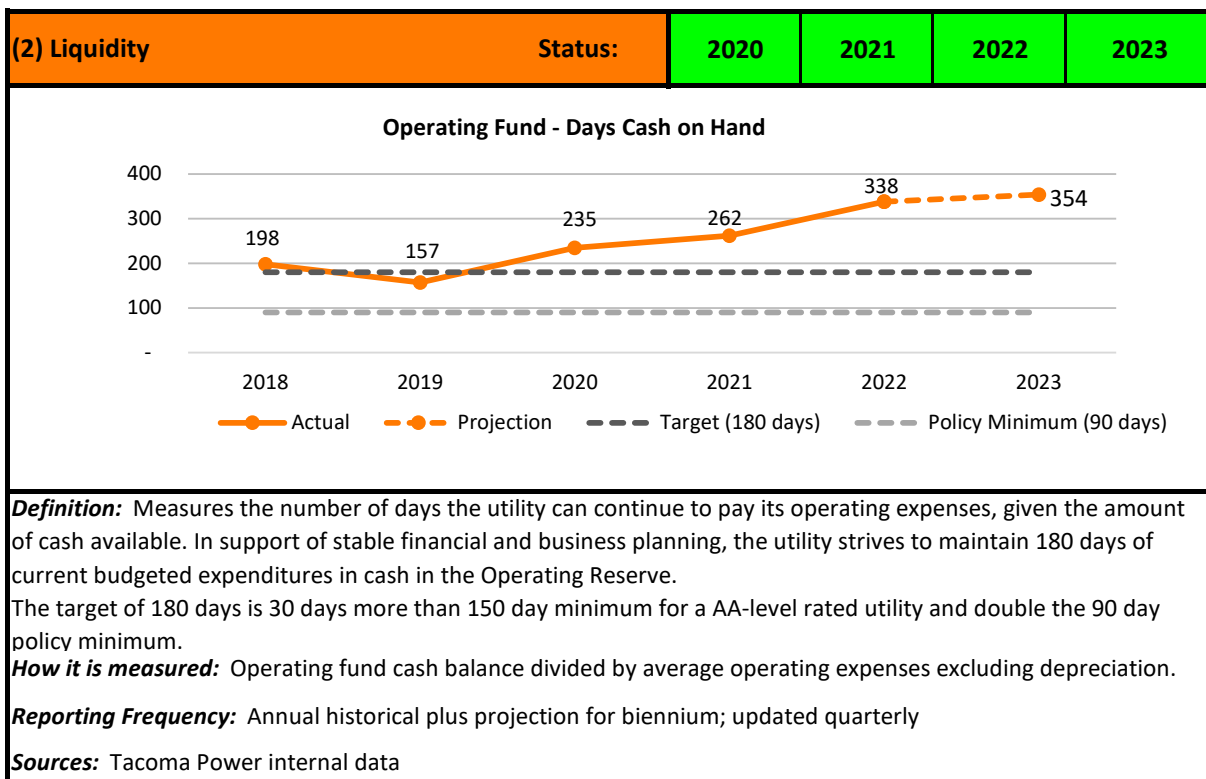
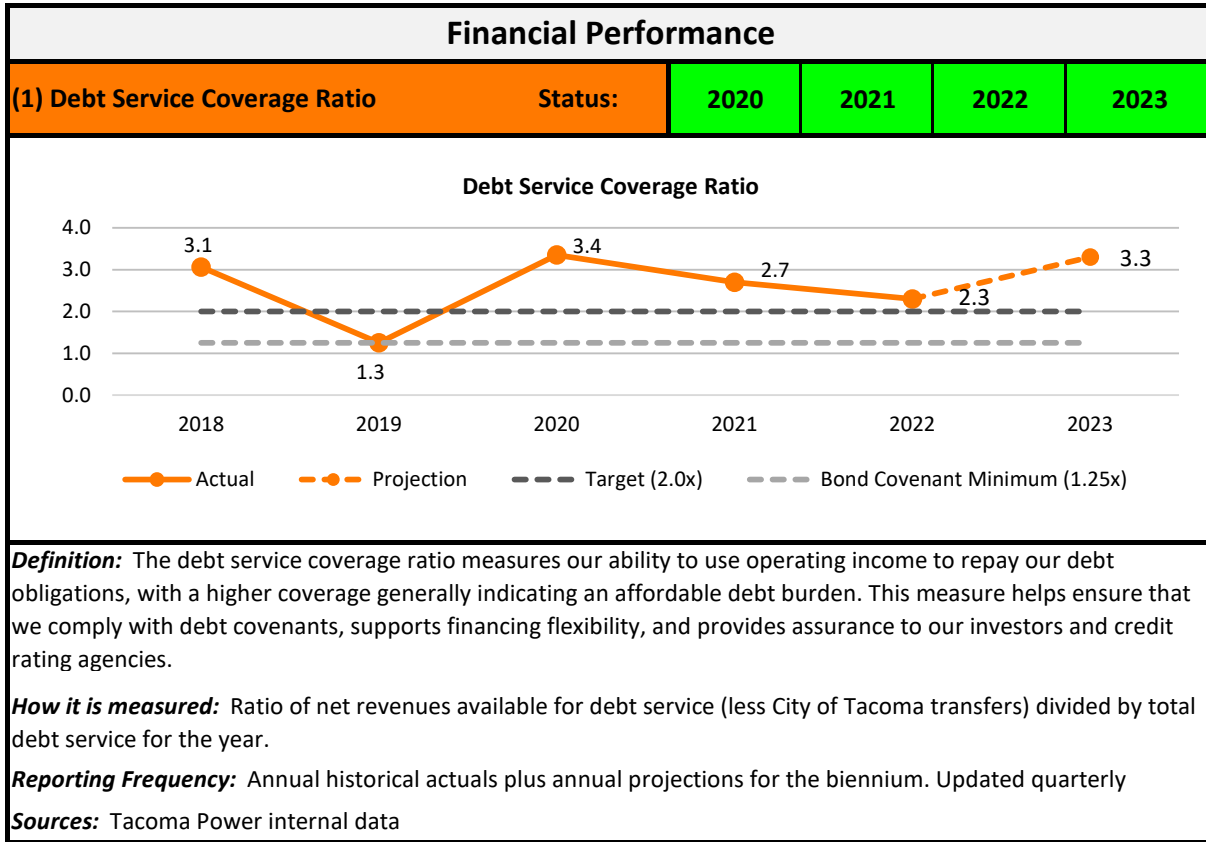
10 Customer Satisfaction		10 Customer Satisfaction		10 Customer Satisfaction	
11 Employee Satisfaction		11 Employee Satisfaction		11 Employee Satisfaction	
12 Employee Safety		12 Employee Safety		12 Employee Safety	
13 Call Center Responsiveness		13 Call Center Responsiveness			
		14 Technical Service Complaints			

Quarter 1, 2023

Tacoma Power - Financial Performance		Tacoma Water - Financial Performance		Tacoma Rail - Financial Performance	
1 <b>Debt Service Coverage</b>	<ul style="list-style-type: none"> <li>● ≥ 2.0x policy minimum</li> <li>● &lt; policy min but above bond covenant</li> <li>● Below 1.25x bond covenant</li> </ul>	1 <b>Debt Service Coverage</b>	<ul style="list-style-type: none"> <li>● ≥ 1.5x policy minimum</li> <li>● &lt; policy min but above bond covenant</li> <li>● Below 1.25x bond covenant</li> </ul>	1 <b>Debt Service Coverage</b>	<ul style="list-style-type: none"> <li>● ≥ 1.5x policy minimum</li> <li>● NA</li> <li>● Below 1.5x policy minimum</li> </ul>
2 <b>Days Cash on Hand</b>	<ul style="list-style-type: none"> <li>● ≥ 160 days (150-250 desired range)</li> <li>● Between 90 and 160 days</li> <li>● Below 90 days</li> </ul>	2 <b>Days Cash on Hand</b>	<ul style="list-style-type: none"> <li>● ≥ 60 days minimum</li> <li>● Between 36 and 60 days (60% of min)</li> <li>● Below 36 days</li> </ul>	2 <b>Days Cash on Hand</b>	<ul style="list-style-type: none"> <li>● ≥ 60 days</li> <li>● Between 36 and 60 days (60% of min)</li> <li>● Below 36 days</li> </ul>
3 <b>Budget Performance</b>	<ul style="list-style-type: none"> <li>● Positive variance to budget</li> <li>● Negative var within 5% of exp budget</li> <li>● Negative var &gt; 5% of exp budget</li> </ul>	3 <b>Budget Performance</b>	<ul style="list-style-type: none"> <li>● Positive variance to budget</li> <li>● Negative var within 5% of exp budget</li> <li>● Negative var &gt; 5% of exp budget</li> </ul>	3 <b>Budget Performance</b>	<ul style="list-style-type: none"> <li>● Positive variance to budget</li> <li>● Negative var within 5% of exp budget</li> <li>● Negative var &gt; 5% of exp budget</li> </ul>
Tacoma Power - Operational Excellence		Tacoma Water - Operational Excellence		Tacoma Rail - Operational Excellence	
4 <b>Residential Bill Comparison</b>	<ul style="list-style-type: none"> <li>● Below (better than) regional mean</li> <li>● Up to 10% over regional mean</li> <li>● ≥ 10% over regional mean</li> </ul>	4 <b>Residential Bill Comparison</b>	<ul style="list-style-type: none"> <li>● Below (better than) regional mean</li> <li>● Up to 10% over regional mean</li> <li>● ≥ 10% over regional mean</li> </ul>	4 <b>Railroad Tariffs Comparison</b>	<ul style="list-style-type: none"> <li>● Below (better than) NOPB tariffs</li> <li>● Between NOPB and PTRAs</li> <li>● Above PTRAs tariffs</li> </ul>
5 <b>O&amp;M Cost per Customer</b>	<p><i>Metric under review</i></p> <ul style="list-style-type: none"> <li>● Below (better than) West Region median</li> <li>● Between West Region median and 10% over West Region median</li> <li>● &gt; 10% over West Region median</li> </ul>	5 <b>O&amp;M Cost per Account</b>	<ul style="list-style-type: none"> <li>● Below (better than) regional median</li> <li>● Up to 10% over regional median</li> <li>● &gt; 10% over regional median</li> </ul>	5 <b>Operating Ratio</b>	<ul style="list-style-type: none"> <li>● &lt; 95% operating ratio</li> <li>● Between 95% and 105%</li> <li>● &gt; 105%</li> </ul>
6 <b>Outage Duration</b>	<ul style="list-style-type: none"> <li>● ≤ 90% of target (lower is better)</li> <li>● Between 90% and 100% of target</li> <li>● Above target</li> </ul>	6 <b>Unplanned Service Disruptions</b>	<ul style="list-style-type: none"> <li>● Below industry median (lower is better)</li> <li>● Within 3rd best quartile</li> <li>● Within least favorable quartile</li> </ul>	6 <b>Locomotives Serviced</b>	<ul style="list-style-type: none"> <li>● ≥ Budget</li> <li>● Less than Budget and ≥ 85% of Budget</li> <li>● &lt; 85% of Budget</li> </ul>
7 <b>Outage Frequency</b>	<ul style="list-style-type: none"> <li>● ≤ 90% of target (lower is better)</li> <li>● Between 90% and 100% of target</li> <li>● Above target</li> </ul>	7 <b>Distribution System Leakage</b>	<ul style="list-style-type: none"> <li>● ≤ 10% leakage (state regulatory max)</li> <li>● Between 10% and 15%</li> <li>● At or above 15%</li> </ul>	7 <b>On-Time Switching</b>	<ul style="list-style-type: none"> <li>● &gt; 85% fulfillment</li> <li>● Between 75% and 85%</li> <li>● Below 75%</li> </ul>
8 <b>Non-Carbon Power Resources</b>	<ul style="list-style-type: none"> <li>● ≥ 100% 'green' resources to retail load</li> <li>● Between 90% and 100%</li> <li>● Below 90%</li> </ul>	8 <b>Regulatory Compliance</b>	<ul style="list-style-type: none"> <li>● 100% compliance</li> <li>● NA</li> <li>● Anything short of 100% compliance</li> </ul>	8 <b>Diesel Conversion</b>	<ul style="list-style-type: none"> <li>● Locomotive upgrades at latest EPA std</li> <li>● NA</li> <li>● Within 3rd best quartile</li> </ul>
9 <b>Power Conservation</b>	<ul style="list-style-type: none"> <li>● ≥ 100% of conservation target</li> <li>● NA</li> <li>● Below 100% of target</li> </ul>	9 <b>Water Conservation</b>	<ul style="list-style-type: none"> <li>● ≥ cumulative conservation target</li> <li>● Between 2017 baseline of 0% &amp; target</li> <li>● Below 2017 baseline of 0%</li> </ul>	9 <b>Storm Water Stewardship</b>	<ul style="list-style-type: none"> <li>● Compliant</li> <li>● NA</li> <li>● Non-compliant with storm water permit</li> </ul>
Tacoma Power - Commitment to Cust. & Employees		Tacoma Water - Commitment to Cust. & Employees		Tacoma Rail - Commitment to Cust. & Employees	
10 <b>Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>● ≥ 70% satisfaction</li> <li>● Between 60% and 70%</li> <li>● Below 60%</li> </ul>	10 <b>Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>● ≥ 70% satisfaction</li> <li>● Between 60% and 70%</li> <li>● Below 60%</li> </ul>	10 <b>Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>● ≥ 3.0 mean score</li> <li>● Between 2.0 and 3.0</li> <li>● Below 2.0</li> </ul>
11 <b>Employee Satisfaction</b>	<ul style="list-style-type: none"> <li>● ≥ 70% satisfaction</li> <li>● Between 60% and 70%</li> <li>● Below 60%</li> </ul>	11 <b>Employee Satisfaction</b>	<ul style="list-style-type: none"> <li>● ≥ 70% satisfaction</li> <li>● Between 60% and 70%</li> <li>● Below 60%</li> </ul>	11 <b>Employee Satisfaction</b>	<ul style="list-style-type: none"> <li>● ≥ 70% satisfaction</li> <li>● Between 60% and 70%</li> <li>● Below 60%</li> </ul>
12 <b>Employee Safety</b>	<ul style="list-style-type: none"> <li>● ≤ APPA median</li> <li>● Between 100% and 150% of median</li> <li>● &gt; 150% of median</li> </ul>	12 <b>Employee Safety</b>	<ul style="list-style-type: none"> <li>● ≤ Bureau of Labor Stats 5 year mean</li> <li>● Between 100% and 150% of mean</li> <li>● &gt; 150% of mean</li> </ul>	12 <b>Employee Safety</b>	<ul style="list-style-type: none"> <li>● ≤ industry mean</li> <li>● Between 100% and 150% of mean</li> <li>● &gt; 150% of mean</li> </ul>
13 <b>Call Center Responsiveness</b>	<ul style="list-style-type: none"> <li>● ≥ 75%</li> <li>● Between 65% and 75%</li> <li>● Below 65%</li> </ul>	13 <b>Call Center Responsiveness</b>	<ul style="list-style-type: none"> <li>● ≥ 75% target</li> <li>● Between 65% and 75%</li> <li>● Below 65%</li> </ul>		
		14 <b>Technical Service Complaints</b>			
		<p><i>Metric under review</i></p> <ul style="list-style-type: none"> <li>● Below (better than) industry median</li> <li>● Between industry median and 10% over industry median</li> <li>● &gt; 10% over industry median</li> </ul>			

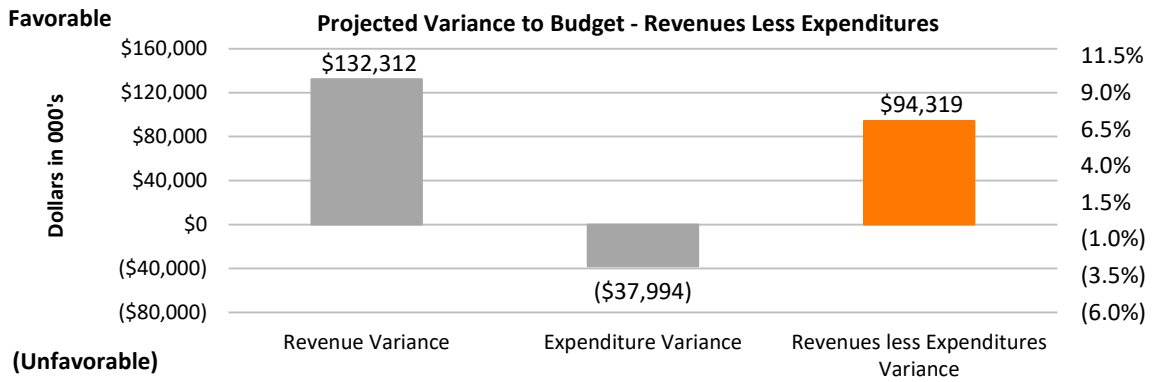


## Performance Metrics Summary





<b>(3) Budget Performance</b>	<b>Status:</b>	<b>2023-2024 Biennium Projection</b>
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**Definition:** Tacoma Power's projected biennial performance as compared to its approved budget. The measure compares projected revenues and expenditures to budget for the biennium. A projection which is favorable to budget is preferable.

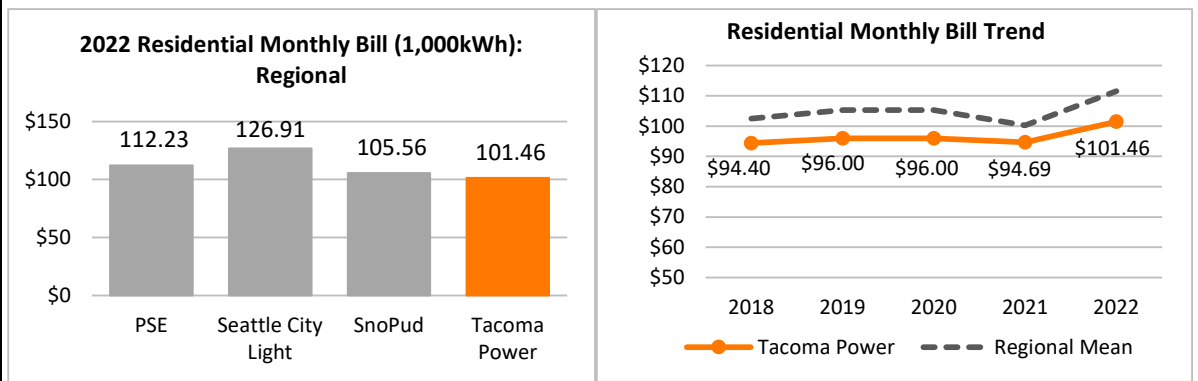
**How it is measured:** Projected revenues less projected expenditures for the biennium are compared to budgeted revenues less budgeted expenditures. Projections consider actual to-date results plus assumptions for future performance.

**Reporting Frequency:** Quarterly updates of biennium projection

**Sources:** Tacoma Power internal data

## Operational Excellence

<b>(4) Residential Bill Comparison</b>	<b>Status:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
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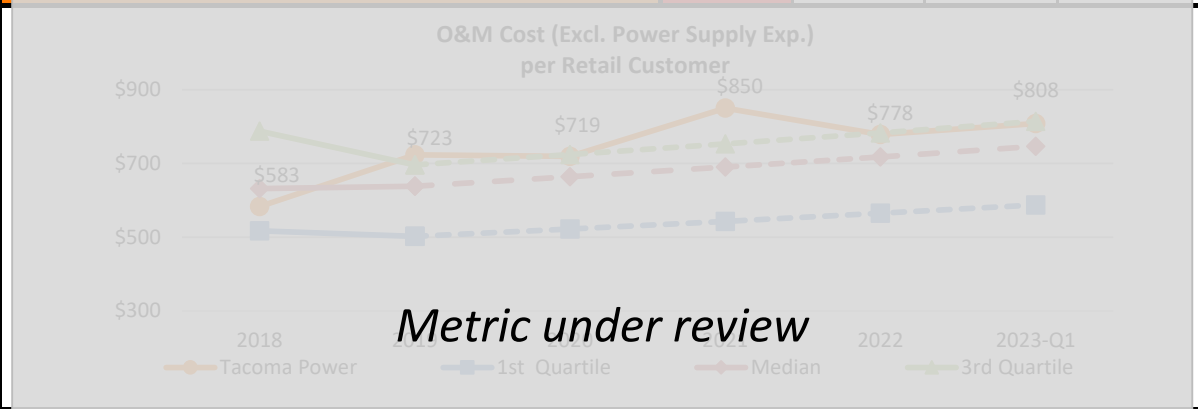
**Definition:** Measures and compares the monthly power bill for residential customers based on usage of 1,000 kilowatt hours. A lower bill is favorable for customers, all other things being equal.

**How it is measured:** Each utility's effective price per kWh is calculated (as revenue divided by megawatt-hours) and multiplied by 1,000 kWh.

**Reporting Frequency:** Annual

**Sources:** The federally mandated Energy Information Administration forms EIA-861 and EIA-861S.

<b>(5) O&amp;M Cost per Customer</b>	<b>Status:</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
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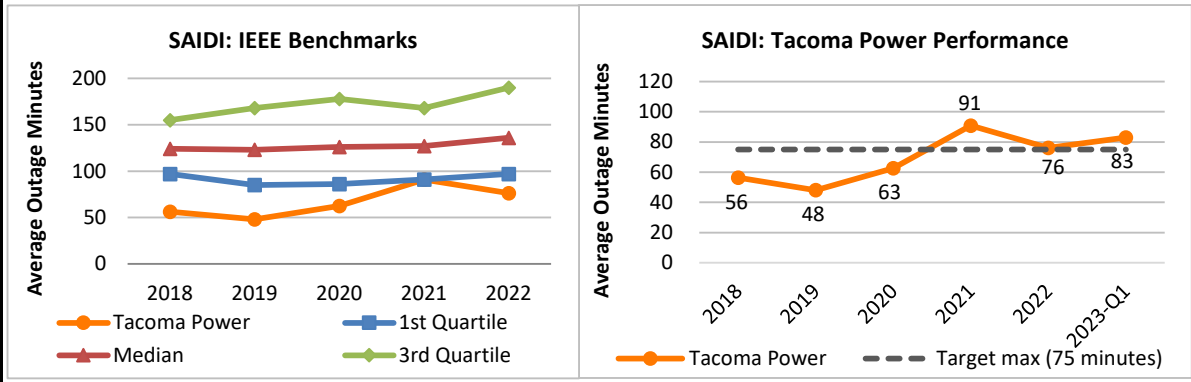
**Definition:** Measures the utility's operation and maintenance (O&M) cost, excluding power supply costs which vary greatly by utility, per retail customer account.

**How it is measured:** Ratio of O&M expenses (excluding the costs of power supply) to the total number of retail customer accounts.

**Reporting Frequency:** Annual historical plus current rolling 12 months; calculated quarterly

**Sources:** Tacoma Power internal data; American Public Power Association (APPA) Selected Financial and Operating Ratios of Public Power Utilities. APPA benchmark is West Region (WR) and the 2019 WR Median is escalated 4% annually thereafter.

<b>(6) System Average Interruption Duration Index (SAIDI)</b>	<b>Status:</b>	<b>Q1</b>	Q2	Q3	Q4
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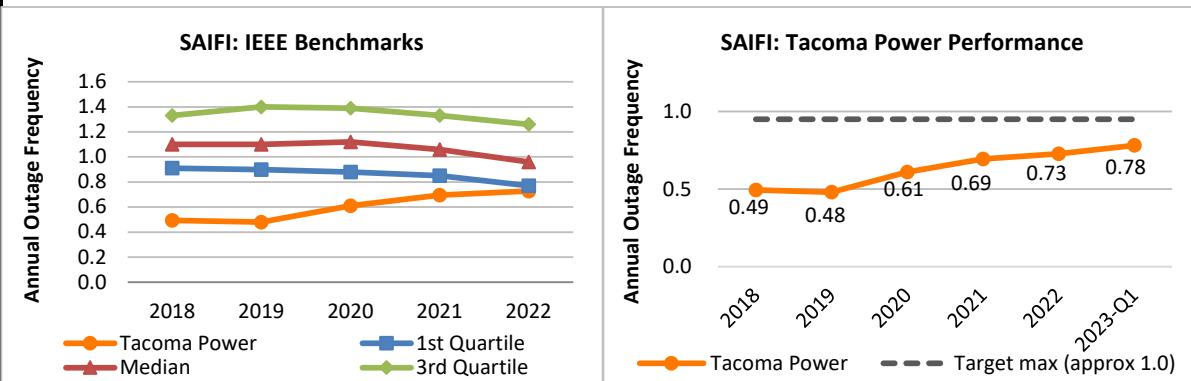
**Definition:** The number of minutes the average customer is without power for a sustained interruption (greater than five minutes). A lower ratio indicates shorter average outage duration.

**How it is measured:** Ratio of the sum of customer minutes with no power for each interruption over a specified time period to the average number of customers served during that period.

**Reporting Frequency:** Annual historical plus current rolling 12 months; calculated quarterly

**Sources:** Tacoma Power internal data; Institute of Electrical and Electronic Engineers (IEEE) medium utilities

<b>(7) System Average Interruption Frequency Index (SAIFI)</b>	<b>Status:</b>	<b>Q1</b>	Q2	Q3	Q4
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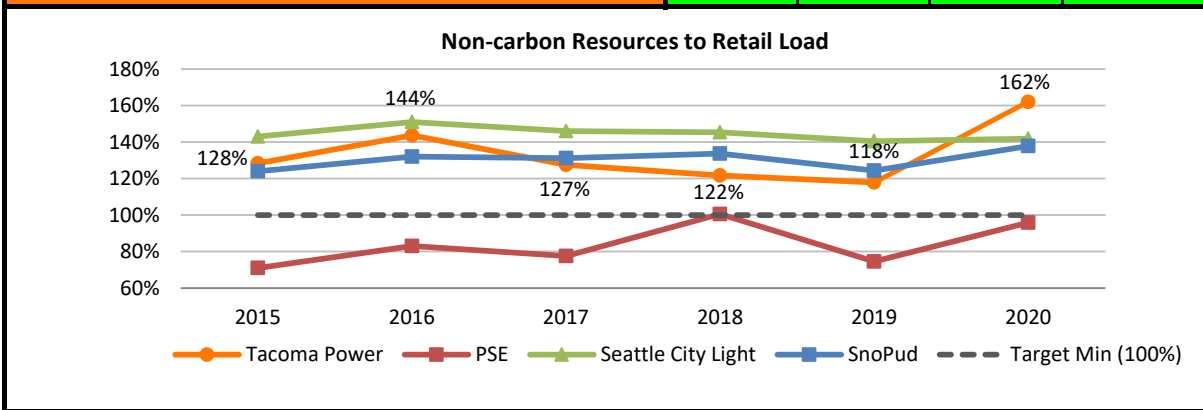
**Definition:** The number of times the average customer experiences a sustained interruption (greater than five minutes) in service over a specified time. A lower ratio indicates less frequent average outages.

**How it is measured:** Using industry-standard methods, the ratio of the total number of customers interrupted over a specified time period divided by the average number of customers served during that period. The target is on

**Reporting Frequency:** Annual historical plus current rolling 12 months; calculated quarterly

**Sources:** Tacoma Power internal data; Institute of Electrical and Electronic Engineers (IEEE) medium utilities

<b>(8) Non-carbon Resources</b>	<b>Status:</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
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**Definition:** Measures Tacoma Power's contribution of carbon-free power to the marketplace, including to customers both inside and outside its service territory. A ratio above 100% implies a green power resources contribution which exceeded Tacoma Power's retail load. The higher the percentage, the greater the environmentally friendly contribution.

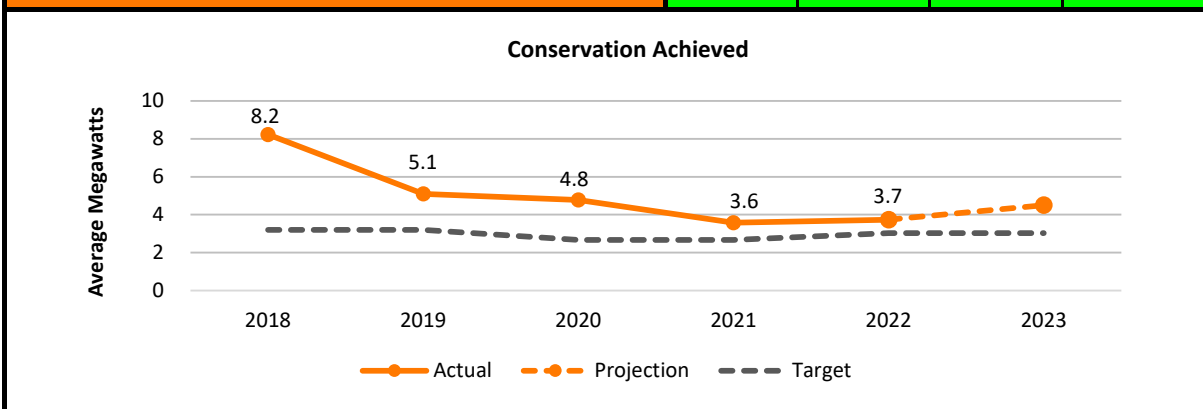
**This measure does not consider Tacoma Power's obligation to purchase greenhouse gas emissions under the WA State Climate Commitment Act.**

**How it is measured:** Ratio of Tacoma Power's non-carbon generated power to retail load. Through wholesale sales of excess hydroelectric carbon-free power to be used outside the Tacoma Power service territory, providing green resources benefiting others' utility customers, the ratio can exceed 100%.

**Reporting Frequency:** Annual

**Sources:** Tacoma Power internal data; WA State Dept. of Commerce Utility Fuel Mix Report

<b>(9) Power Conservation</b>	<b>Status:</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
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**Definition:** Measures total conservation achieved in average megawatt hours. The utility strives to meet or exceed its established targets.

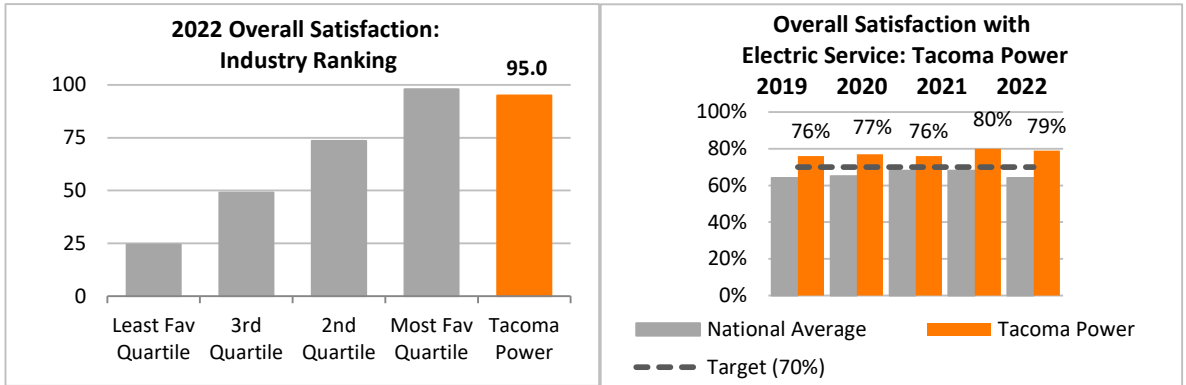
**How it is measured:** The summation of actual and projected annual conservation savings from all implemented conservation efforts during a 2 year period. *Current reporting period is 2022 to 2023. Conservation achieved in 2022 and 2023 is progress towards 2 year goal.*

**Reporting Frequency:** Annual historical plus current year projection; updated quarterly

**Sources:** Tacoma Power internal data

## Commitment to Customers & Employees

<b>(10) Customer Satisfaction</b>	<b>Status:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
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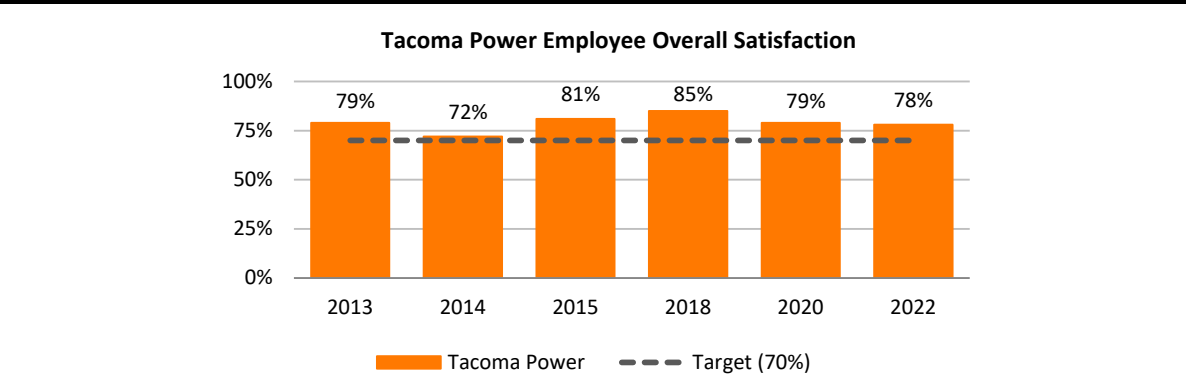
**Definition:** Indicates customers' overall satisfaction with electric service provided by Tacoma Power. Satisfaction is assessed using a scale from 0 (extremely dissatisfied) to 10 (extremely satisfied). A higher score indicates greater overall satisfaction.

**How it is measured:** Percentage of total responses receiving a score of 8, 9 or 10.

**Reporting Frequency:** Updated with each annually conducted survey

**Sources:** Tacoma Public Utilities Residential Customer Satisfaction Baseline Survey; Escalent National Energy Utility Benchmarking

<b>(11) Employee Satisfaction</b>	<b>Status:</b>	<b>2015</b>	<b>2018</b>	<b>2020</b>	<b>2022</b>
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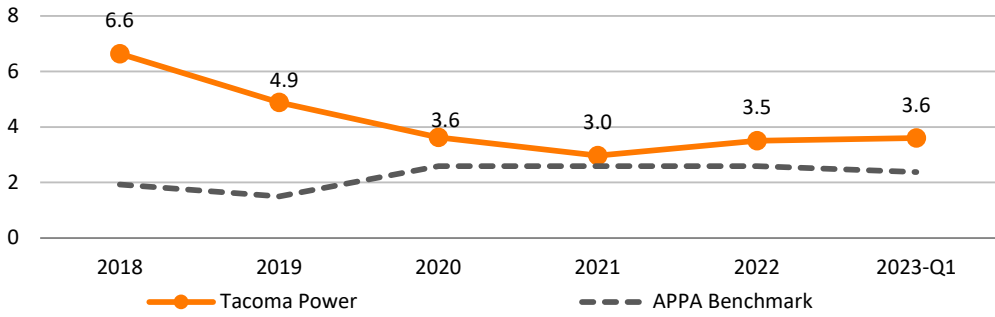
**Definition:** Indicates employees' response to the question "Overall, I am satisfied with TPU as a place to work." based on an independently conducted employee survey. Satisfaction is assessed using a scale of 1 (strongly disagree) to 5 (strongly agree).

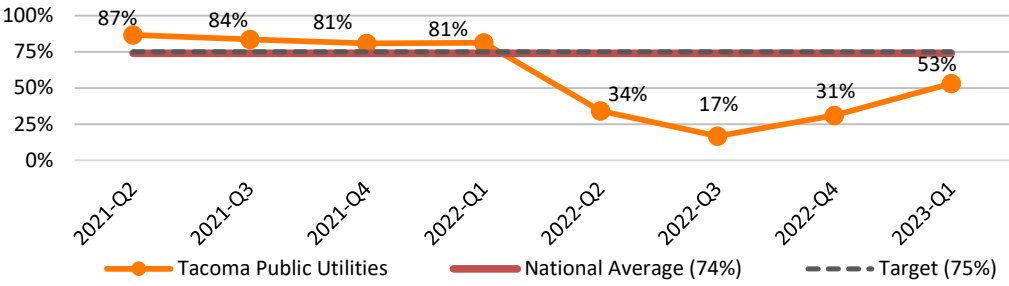
**How it is measured:** The percentage of total responses receiving a score of 4 or 5.

**Reporting Frequency:** Updated with each biennially conducted survey

**Sources:** TPU All-Employee Engagement Survey

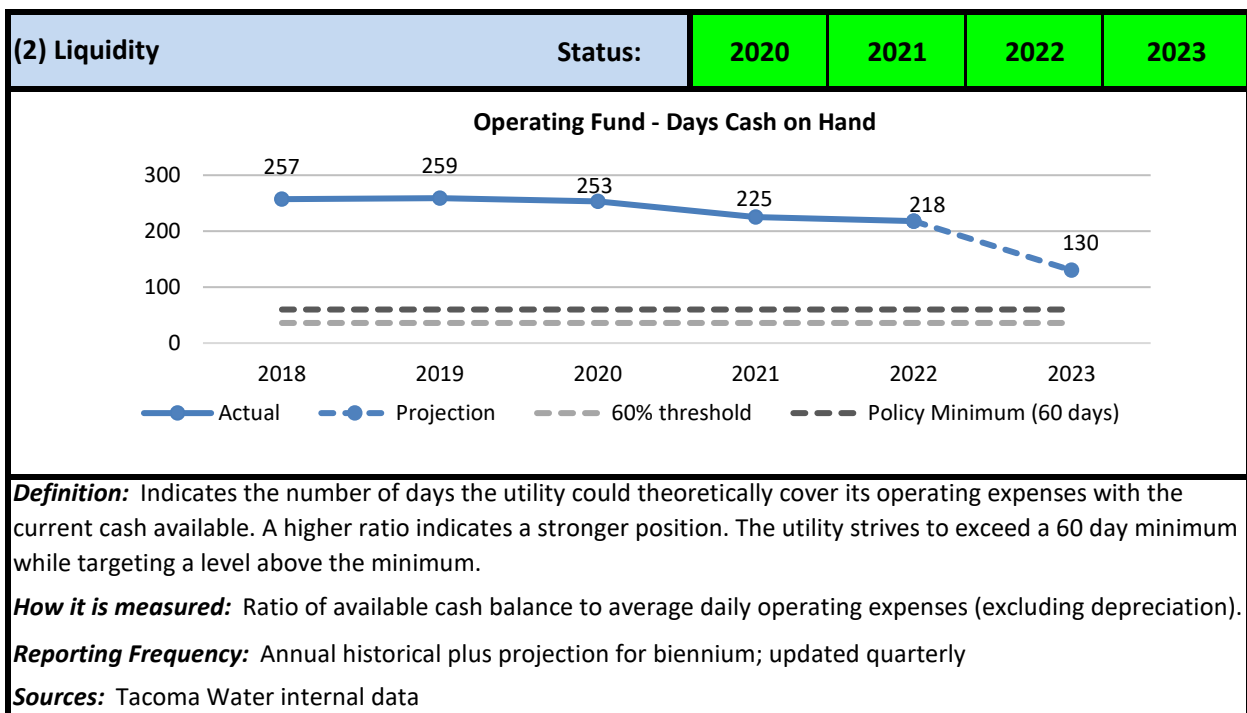
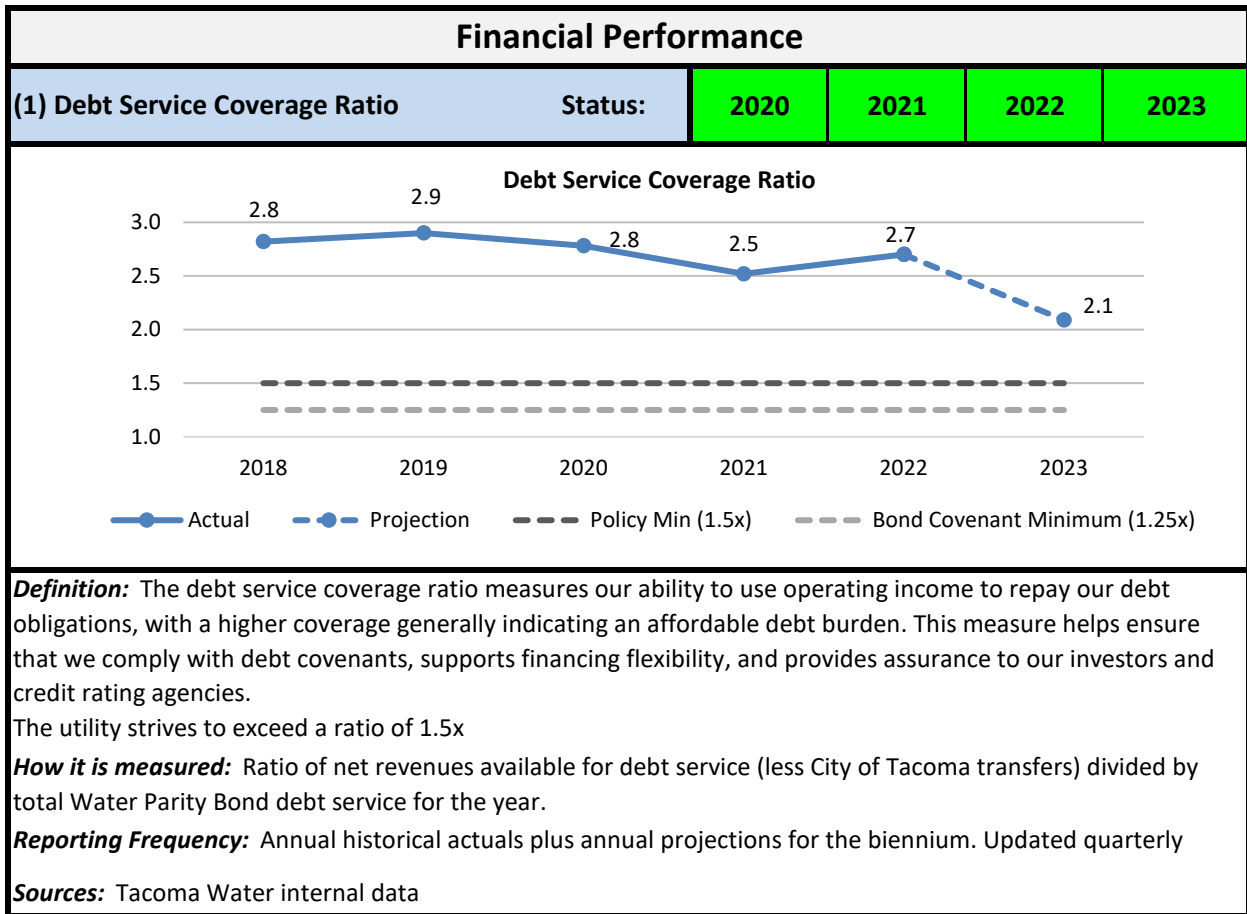


(12) Employee Safety	Status:	Q1	Q2	Q3	Q4																					
<p><b>OSHA Incidence Rates: Tacoma Power</b></p>  <table border="1"> <caption>OSHA Incidence Rates: Tacoma Power</caption> <thead> <tr> <th>Year</th> <th>Tacoma Power</th> <th>APPA Benchmark</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>6.6</td> <td>~1.8</td> </tr> <tr> <td>2019</td> <td>4.9</td> <td>~1.5</td> </tr> <tr> <td>2020</td> <td>3.6</td> <td>~2.8</td> </tr> <tr> <td>2021</td> <td>3.0</td> <td>~2.8</td> </tr> <tr> <td>2022</td> <td>3.5</td> <td>~2.8</td> </tr> <tr> <td>2023-Q1</td> <td>3.6</td> <td>~2.5</td> </tr> </tbody> </table>						Year	Tacoma Power	APPA Benchmark	2018	6.6	~1.8	2019	4.9	~1.5	2020	3.6	~2.8	2021	3.0	~2.8	2022	3.5	~2.8	2023-Q1	3.6	~2.5
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<p><b>Definition:</b> The number of employees per 100 full-time employees that have been involved in a recordable injury or illness.</p> <p>According to safety standards for recordkeeping and reporting, recordable injuries or illnesses include, but are not limited to, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness or death.</p> <p><b>How it is measured:</b> Ratio of total recordable injuries and illnesses during the year to the total worker-hours of exposure, per 100 employees.</p> <p><b>Reporting Frequency:</b> Annual historical plus current rolling 12 months; calculated quarterly</p> <p><b>Sources:</b> Tacoma Power internal data; APPA Safety Awards of Excellence (Group G data)</p>																										

(12) Call Center Responsiveness	Status:	Q1	Q2	Q3	Q4																																				
<p><b>Percentage of calls answered in 30 seconds or less</b></p>  <table border="1"> <caption>Percentage of calls answered in 30 seconds or less</caption> <thead> <tr> <th>Quarter</th> <th>Tacoma Public Utilities</th> <th>National Average (74%)</th> <th>Target (75%)</th> </tr> </thead> <tbody> <tr> <td>2021-Q2</td> <td>87%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2021-Q3</td> <td>84%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2021-Q4</td> <td>81%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2022-Q1</td> <td>81%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2022-Q2</td> <td>34%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2022-Q3</td> <td>17%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2022-Q4</td> <td>31%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2023-Q1</td> <td>53%</td> <td>74%</td> <td>75%</td> </tr> </tbody> </table>						Quarter	Tacoma Public Utilities	National Average (74%)	Target (75%)	2021-Q2	87%	74%	75%	2021-Q3	84%	74%	75%	2021-Q4	81%	74%	75%	2022-Q1	81%	74%	75%	2022-Q2	34%	74%	75%	2022-Q3	17%	74%	75%	2022-Q4	31%	74%	75%	2023-Q1	53%	74%	75%
Quarter	Tacoma Public Utilities	National Average (74%)	Target (75%)																																						
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<p><b>Definition:</b> The percentage of customers that are connected to a live representative within 30 seconds.</p> <p><b>How it is measured:</b> Number of calls answered within 30 seconds divided by the total numbers of calls received.</p> <p><b>Reporting Frequency:</b> Quarterly</p> <p><b>Sources:</b> Tacoma Public Utilities - Customer Services; E Source utility contact center data</p>																																									

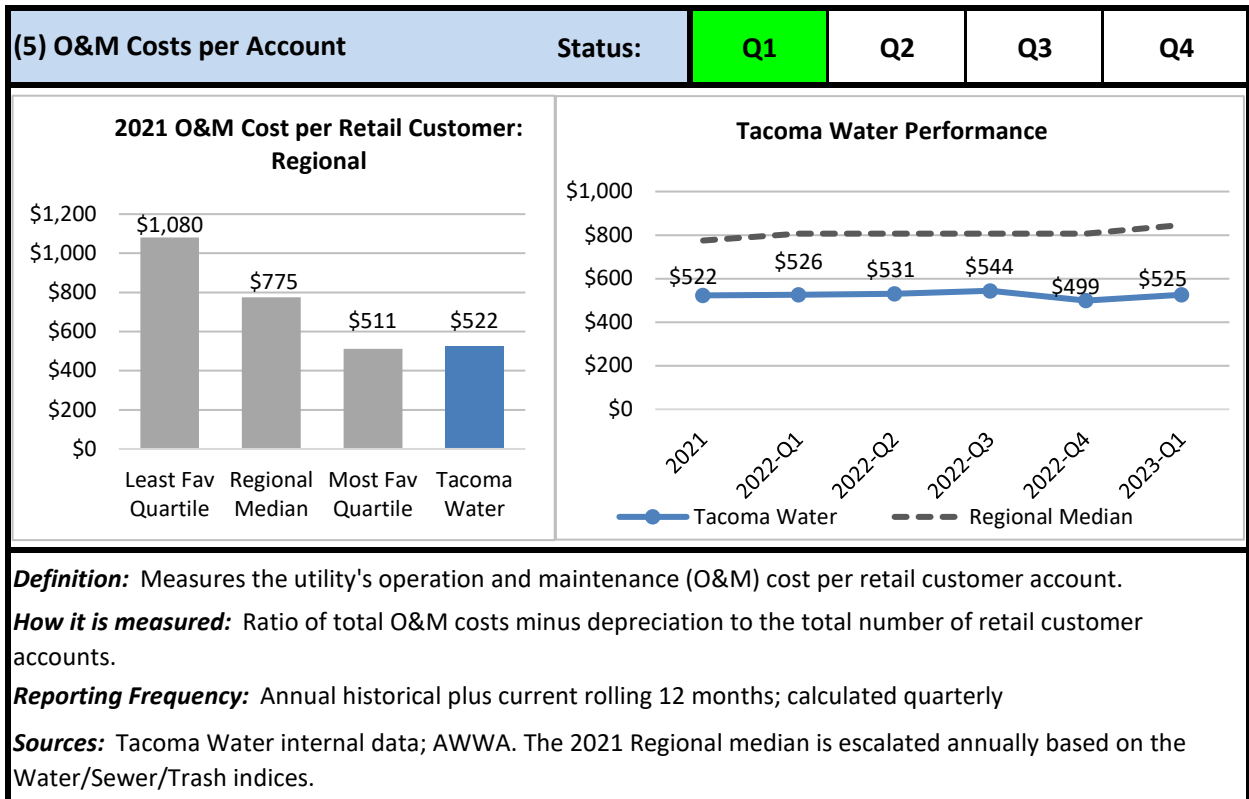
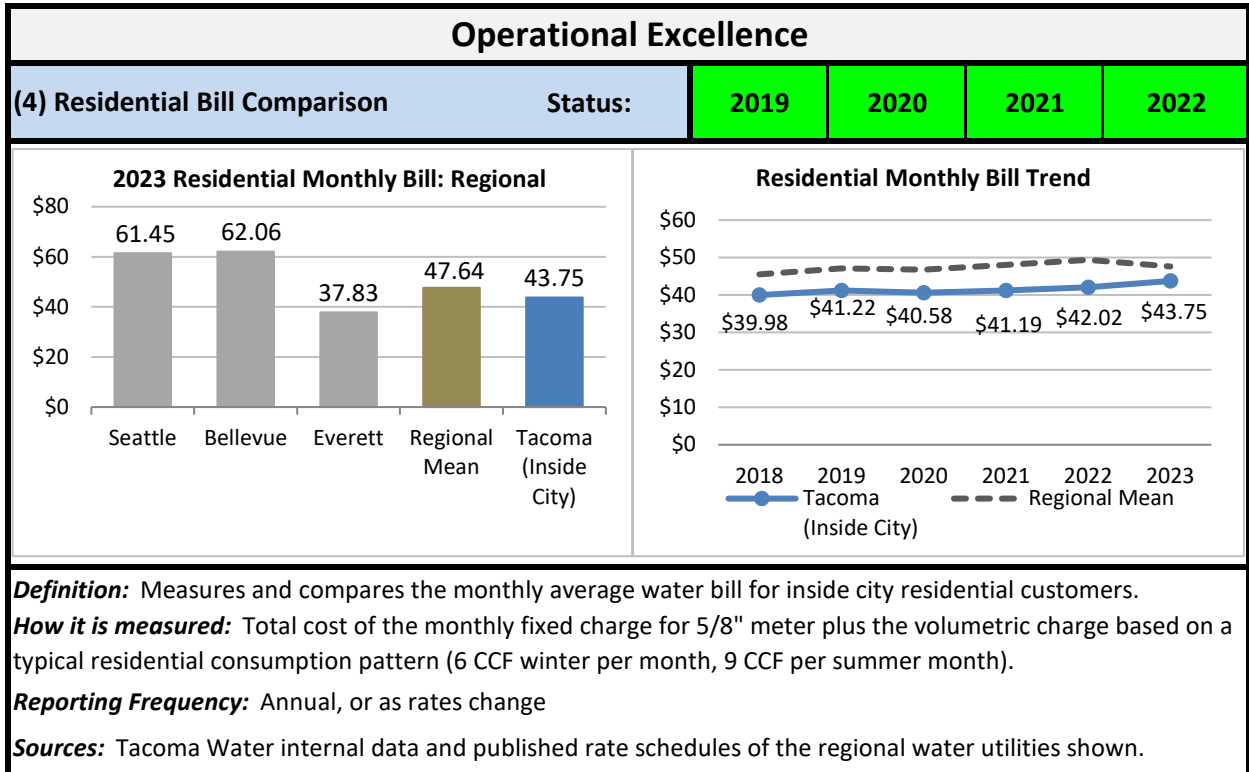


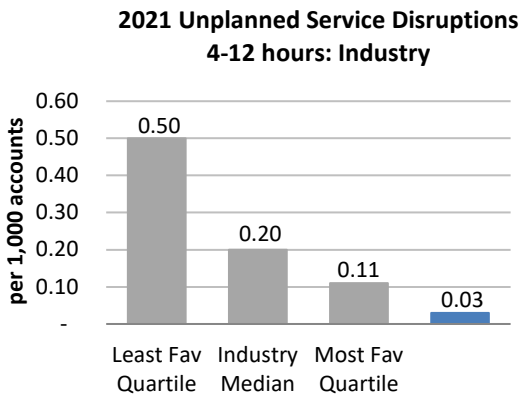
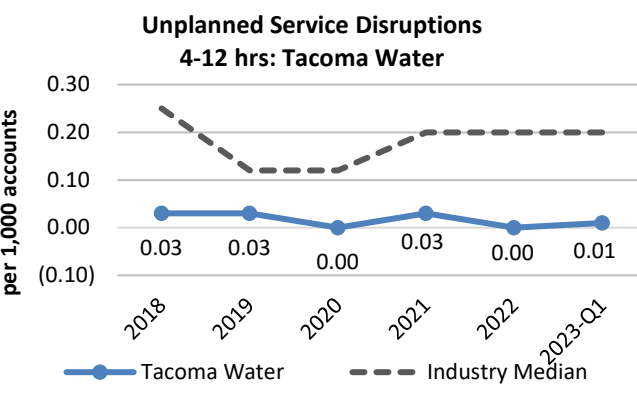
## Performance Metrics Summary

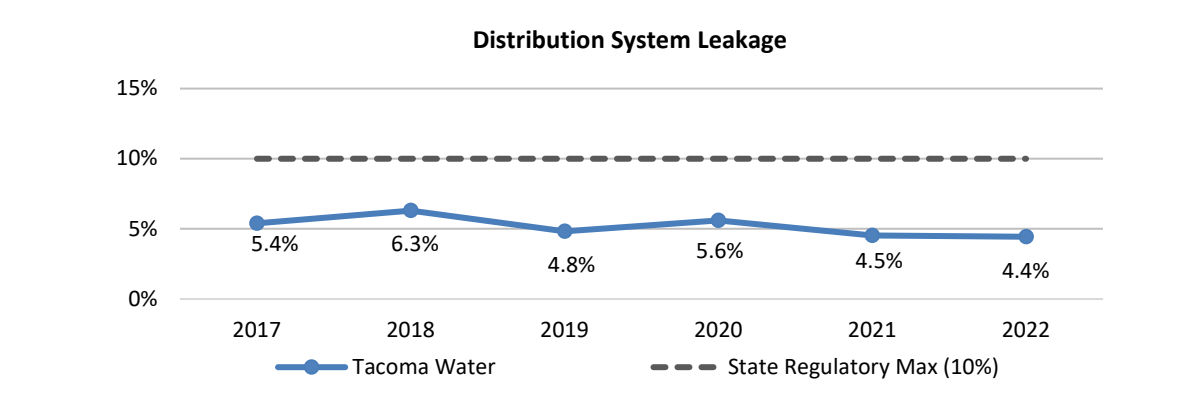




(3) Budget Performance		Status:	2023-2024 Biennium Projection												
<p><b>Projected Variance to Budget - Revenues Less Expenditures</b></p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th>Category</th> <th>Variance (\$ in 000's)</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Revenue Variance</td> <td>\$1,503</td> <td>0.6%</td> </tr> <tr> <td>Expenditure Variance</td> <td>\$364</td> <td>0.2%</td> </tr> <tr> <td>Revenues less Expenditures Variance</td> <td>\$1,867</td> <td>0.7%</td> </tr> </tbody> </table>				Category	Variance (\$ in 000's)	Percentage	Revenue Variance	\$1,503	0.6%	Expenditure Variance	\$364	0.2%	Revenues less Expenditures Variance	\$1,867	0.7%
Category	Variance (\$ in 000's)	Percentage													
Revenue Variance	\$1,503	0.6%													
Expenditure Variance	\$364	0.2%													
Revenues less Expenditures Variance	\$1,867	0.7%													
<p><b>Definition:</b> Tacoma Water's projected biennial performance as compared to its approved budget. The measure compares projected revenues and expenditures to budget for the biennium. A projection which is favorable to budget is preferable.</p>															
<p><b>How it is measured:</b> Projected revenues less projected expenditures for the biennium are compared to budgeted revenues less budgeted expenditures. Projections consider actual to-date results plus assumptions for future performance.</p>															
<p><b>Reporting Frequency:</b> Quarterly updates of biennium projection</p>															
<p><b>Sources:</b> Tacoma Water internal data</p>															



(6) Unplanned Service Disruptions	Status:	Q1	Q2	Q3	Q4																															
<div style="display: flex; justify-content: space-around;"> <div style="width: 45%;"> <p><b>2021 Unplanned Service Disruptions 4-12 hours: Industry</b></p>  <table border="1"> <caption>2021 Unplanned Service Disruptions 4-12 hours: Industry</caption> <thead> <tr> <th>Category</th> <th>Value (per 1,000 accounts)</th> </tr> </thead> <tbody> <tr> <td>Least Fav Quartile</td> <td>0.50</td> </tr> <tr> <td>Industry Median</td> <td>0.20</td> </tr> <tr> <td>Most Fav Quartile</td> <td>0.11</td> </tr> <tr> <td>Tacoma Water</td> <td>0.03</td> </tr> </tbody> </table> </div> <div style="width: 45%;"> <p><b>Unplanned Service Disruptions 4-12 hrs: Tacoma Water</b></p>  <table border="1"> <caption>Unplanned Service Disruptions 4-12 hrs: Tacoma Water</caption> <thead> <tr> <th>Year</th> <th>Tacoma Water (per 1,000 accounts)</th> <th>Industry Median (per 1,000 accounts)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>0.03</td> <td>0.25</td> </tr> <tr> <td>2019</td> <td>0.03</td> <td>0.12</td> </tr> <tr> <td>2020</td> <td>0.00</td> <td>0.12</td> </tr> <tr> <td>2021</td> <td>0.03</td> <td>0.20</td> </tr> <tr> <td>2022</td> <td>0.00</td> <td>0.20</td> </tr> <tr> <td>2023-Q1</td> <td>0.01</td> <td>0.20</td> </tr> </tbody> </table> </div> </div> <p><b>Definition:</b> Measures the number of unplanned service disruptions lasting between 4 and 12 hours over the period, expressed per 1,000 accounts. A lower ratio is preferred, indicating fewer unplanned service disruptions.</p> <p><b>How it is measured:</b> Ratio of total number of unplanned service disruptions of 4-12 hours x 1,000 divided by the number of residential and non-residential accounts.</p> <p><b>Reporting Frequency:</b> Annual historical plus current rolling 12 months; calculated quarterly</p> <p><b>Sources:</b> Tacoma Water internal data; AWWA</p>						Category	Value (per 1,000 accounts)	Least Fav Quartile	0.50	Industry Median	0.20	Most Fav Quartile	0.11	Tacoma Water	0.03	Year	Tacoma Water (per 1,000 accounts)	Industry Median (per 1,000 accounts)	2018	0.03	0.25	2019	0.03	0.12	2020	0.00	0.12	2021	0.03	0.20	2022	0.00	0.20	2023-Q1	0.01	0.20
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2023-Q1	0.01	0.20																																		

(7) Distribution System Leakage	Status:	2019	2020	2021	2022																					
<p style="text-align: center;"><b>Distribution System Leakage</b></p>  <table border="1"> <caption>Distribution System Leakage</caption> <thead> <tr> <th>Year</th> <th>Tacoma Water (%)</th> <th>State Regulatory Max (%)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>5.4%</td> <td>10%</td> </tr> <tr> <td>2018</td> <td>6.3%</td> <td>10%</td> </tr> <tr> <td>2019</td> <td>4.8%</td> <td>10%</td> </tr> <tr> <td>2020</td> <td>5.6%</td> <td>10%</td> </tr> <tr> <td>2021</td> <td>4.5%</td> <td>10%</td> </tr> <tr> <td>2022</td> <td>4.4%</td> <td>10%</td> </tr> </tbody> </table> <p><b>Definition:</b> Measures the difference between the amount of water Tacoma Water produces and the amount of water accounted for in sales and other known uses for a given period. Identifies leaks and/or unauthorized use of water in the Tacoma Water transmission and distribution systems. A lower ratio is preferred.</p> <p><b>How it is measured:</b> Ratio of total water produced minus authorized consumption to total water produced x 100.</p> <p><b>Reporting Frequency:</b> Annual</p> <p><b>Sources:</b> Tacoma Water internal data</p>						Year	Tacoma Water (%)	State Regulatory Max (%)	2017	5.4%	10%	2018	6.3%	10%	2019	4.8%	10%	2020	5.6%	10%	2021	4.5%	10%	2022	4.4%	10%
Year	Tacoma Water (%)	State Regulatory Max (%)																								
2017	5.4%	10%																								
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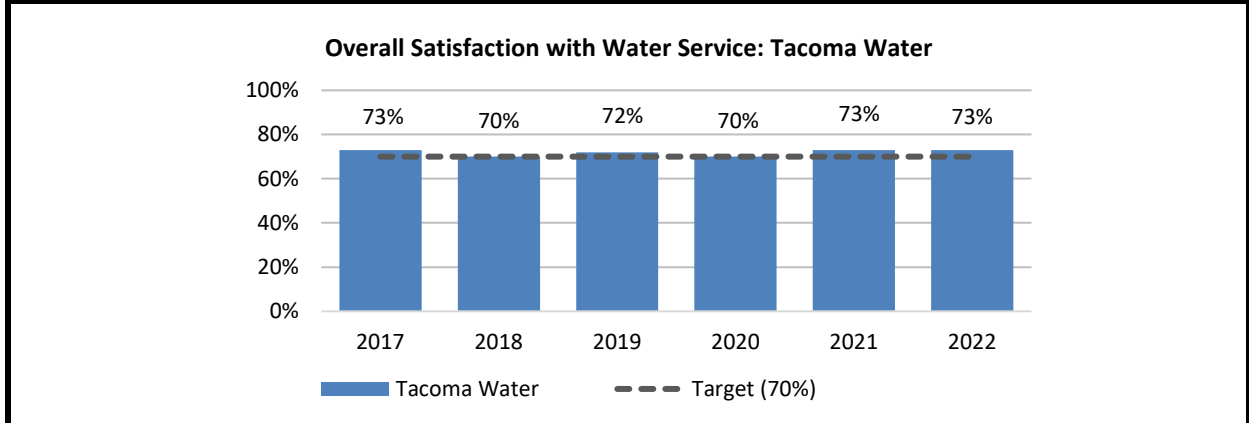


(8) Regulatory Compliance	Status:	2019	2020	2021	2022																															
<div style="display: flex; justify-content: space-around;"> <div style="width: 45%;"> <p><b>2022 Regulatory Compliance: Industry</b></p> <table border="1"> <caption>2022 Regulatory Compliance: Industry</caption> <thead> <tr> <th>Category</th> <th>Compliance (%)</th> </tr> </thead> <tbody> <tr> <td>Most Fav Quartile</td> <td>100%</td> </tr> <tr> <td>Median</td> <td>100%</td> </tr> <tr> <td>Least Fav Quartile</td> <td>100%</td> </tr> <tr> <td>Tacoma Water</td> <td>100%</td> </tr> </tbody> </table> </div> <div style="width: 45%;"> <p><b>Tacoma Water Performance</b></p> <table border="1"> <caption>Tacoma Water Performance</caption> <thead> <tr> <th>Year</th> <th>Tacoma Water (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2018</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2019</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2020</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2021</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2022</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> </div> </div>		Category	Compliance (%)	Most Fav Quartile	100%	Median	100%	Least Fav Quartile	100%	Tacoma Water	100%	Year	Tacoma Water (%)	Target (%)	2017	100%	100%	2018	100%	100%	2019	100%	100%	2020	100%	100%	2021	100%	100%	2022	100%	100%	<p><b>Definition:</b> Measures the percentage of the year that the utility complied with all federally mandated, health-related drinking water standards. It includes compliance with primary maximum contaminant levels and treatment techniques applicable to Tacoma Water. Tacoma Water strives to maintain 100% compliance.</p> <p><b>How it is measured:</b> Ratio of number of days that the utility was in full compliance with all applicable standards over 365 days.</p> <p><b>Reporting Frequency:</b> Historical annual with year-to-date quarterly calculation</p> <p><b>Sources:</b> Tacoma Water internal data; AWWA</p>			
Category	Compliance (%)																																			
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2022	100%	100%																																		

(9) Water Conservation	Status:	2019	2020	2021	2022																																				
<div style="text-align: center;"> <p><b>Conservation Achieved</b></p> <table border="1"> <caption>Conservation Achieved</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Cumulative Target (%)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>0.0%</td> <td>0.0%</td> </tr> <tr> <td>2018</td> <td>-4.5%</td> <td>0.0%</td> </tr> <tr> <td>2019</td> <td>10.5%</td> <td>0.0%</td> </tr> <tr> <td>2020</td> <td>11.8%</td> <td>0.0%</td> </tr> <tr> <td>2021</td> <td>6.9%</td> <td>0.0%</td> </tr> <tr> <td>2022</td> <td>12.4%</td> <td>0.0%</td> </tr> <tr> <td>2023</td> <td>-</td> <td>~1.3%</td> </tr> <tr> <td>2024</td> <td>-</td> <td>~2.6%</td> </tr> <tr> <td>2025</td> <td>-</td> <td>~3.9%</td> </tr> <tr> <td>2026</td> <td>-</td> <td>~5.2%</td> </tr> <tr> <td>2027</td> <td>-</td> <td>6.64%</td> </tr> </tbody> </table> </div>		Year	Actual (%)	Cumulative Target (%)	2017	0.0%	0.0%	2018	-4.5%	0.0%	2019	10.5%	0.0%	2020	11.8%	0.0%	2021	6.9%	0.0%	2022	12.4%	0.0%	2023	-	~1.3%	2024	-	~2.6%	2025	-	~3.9%	2026	-	~5.2%	2027	-	6.64%	<p><b>Definition:</b> Measurement of realized conservation compared to conservation goal. The current conservation goal for Tacoma Water is to achieve a 6.64% reduction in peak water production (measured May to October) between 2018 and 2027.</p> <p><b>How it is measured:</b> Cumulative percentage reduction in consumption, measured in gallons per capita per day.</p> <p><b>Reporting Frequency:</b> Annual progress towards 10-year goal</p> <p><b>Sources:</b> Tacoma Water internal data</p>			
Year	Actual (%)	Cumulative Target (%)																																							
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**Commitment to Customers & Employees**

<b>(10) Customer Satisfaction</b>	<b>Status:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>



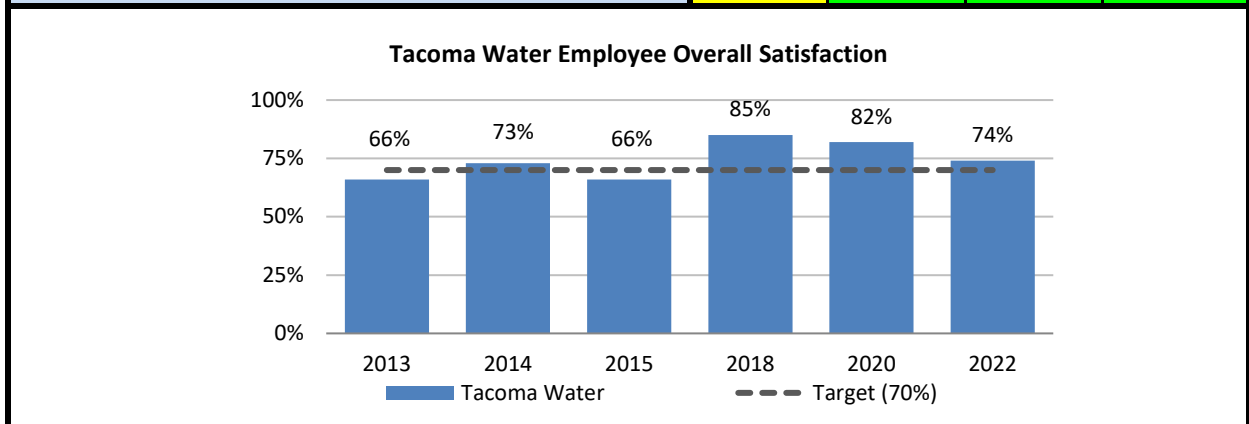
**Definition:** Indicates customers' overall satisfaction with water service provided by Tacoma Water. Satisfaction is assessed using a scale from 0 (extremely dissatisfied) to 10 (extremely satisfied). A higher score indicates greater overall satisfaction.

**How it is measured:** Percentage of total responses receiving a score of 8, 9 or 10.

**Reporting Frequency:** Updated with each annually conducted survey

**Sources:** Tacoma Public Utilities Residential Customer Satisfaction Baseline Survey

<b>(11) Employee Satisfaction</b>	<b>Status:</b>	<b>2015</b>	<b>2018</b>	<b>2020</b>	<b>2022</b>

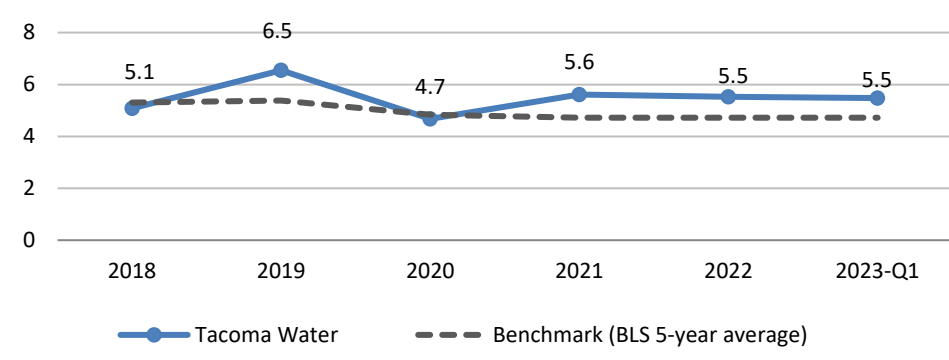


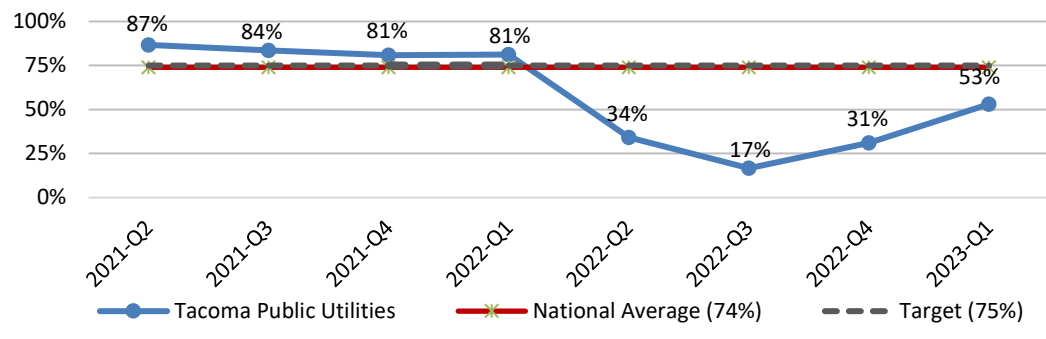
**Definition:** Indicates employees' response to the question "Overall, I am satisfied with TPU as a place to work." based on an independently conducted employee survey. Satisfaction is assessed using a scale of 1 (strongly disagree) to 5 (strongly agree).

**How it is measured:** Percentage of total responses receiving a score of 4 or 5.

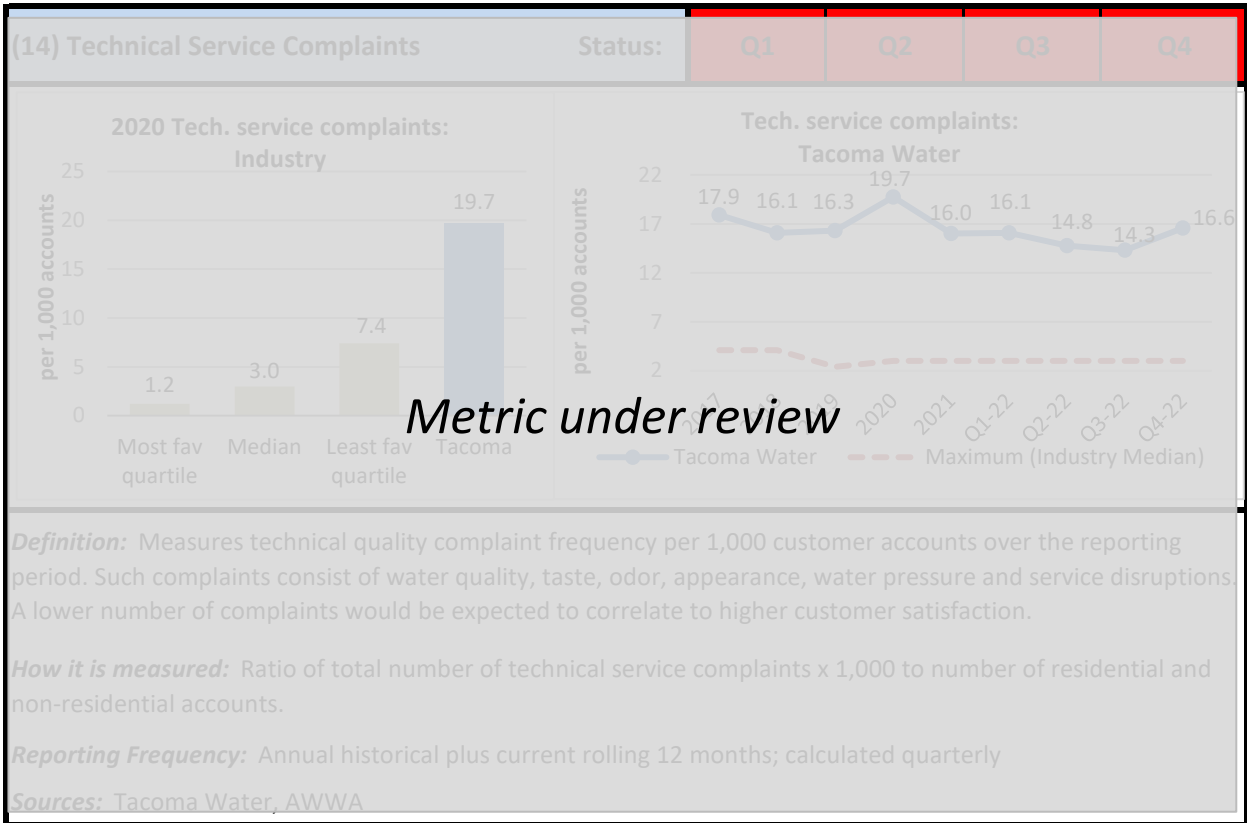
**Reporting Frequency:** Updated with each biennially conducted survey.

**Sources:** TPU All-Employee Engagement Survey

(12) Employee Safety	Status:	Q1	Q2	Q3	Q4																					
<p><b>OSHA Incidence Rates: Tacoma Water</b></p>  <table border="1"> <caption>OSHA Incidence Rates: Tacoma Water</caption> <thead> <tr> <th>Year</th> <th>Tacoma Water</th> <th>Benchmark (BLS 5-year average)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>5.1</td> <td>~4.8</td> </tr> <tr> <td>2019</td> <td>6.5</td> <td>~4.8</td> </tr> <tr> <td>2020</td> <td>4.7</td> <td>~4.8</td> </tr> <tr> <td>2021</td> <td>5.6</td> <td>~4.8</td> </tr> <tr> <td>2022</td> <td>5.5</td> <td>~4.8</td> </tr> <tr> <td>2023-Q1</td> <td>5.5</td> <td>~4.8</td> </tr> </tbody> </table>						Year	Tacoma Water	Benchmark (BLS 5-year average)	2018	5.1	~4.8	2019	6.5	~4.8	2020	4.7	~4.8	2021	5.6	~4.8	2022	5.5	~4.8	2023-Q1	5.5	~4.8
Year	Tacoma Water	Benchmark (BLS 5-year average)																								
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2021	5.6	~4.8																								
2022	5.5	~4.8																								
2023-Q1	5.5	~4.8																								
<p><b>Definition:</b> The number of employees per 100 full-time employees that have been involved in a recordable injury or illness.</p> <p>According to safety standards for recordkeeping and reporting, recordable injuries or illnesses include, but are not limited to, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness or death.</p> <p><b>How it is measured:</b> Ratio of total recordable injuries and illnesses during the year to the total worker-hours of exposure, per 100 employees.</p> <p><b>Reporting Frequency:</b> Annual historical plus current rolling 12 months; calculated quarterly</p> <p><b>Sources:</b> Tacoma Water internal data, Bureau of Labor Statistics (BLS)</p>																										

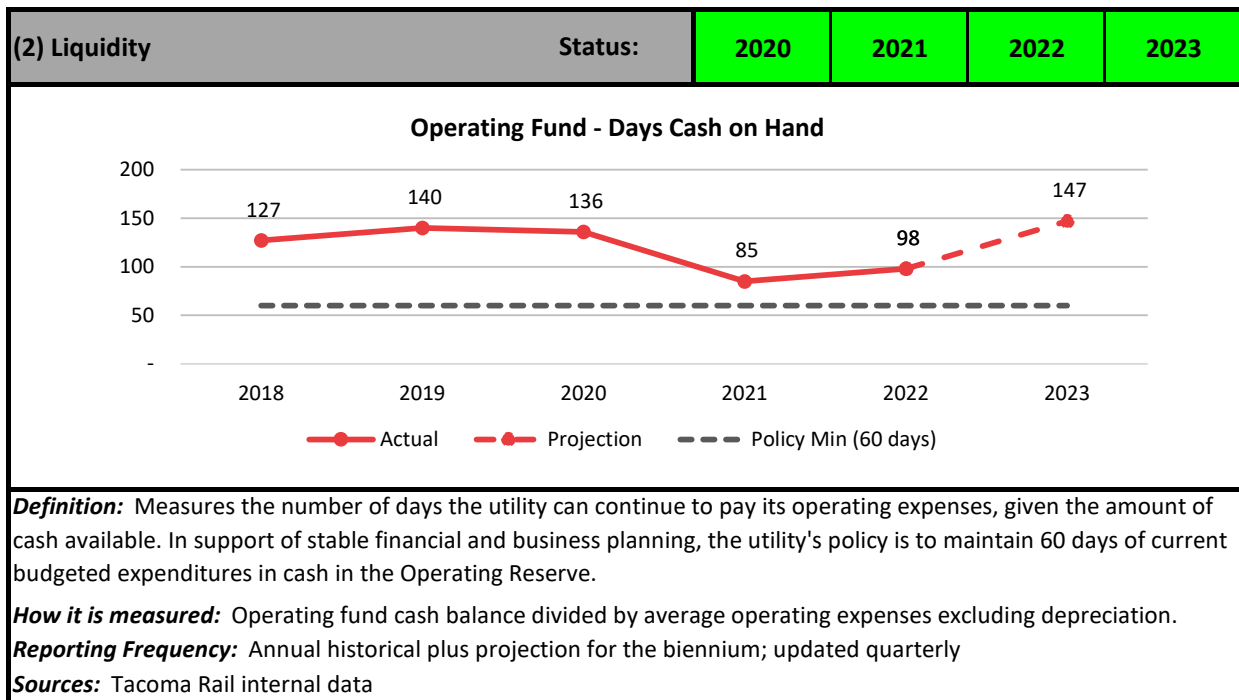
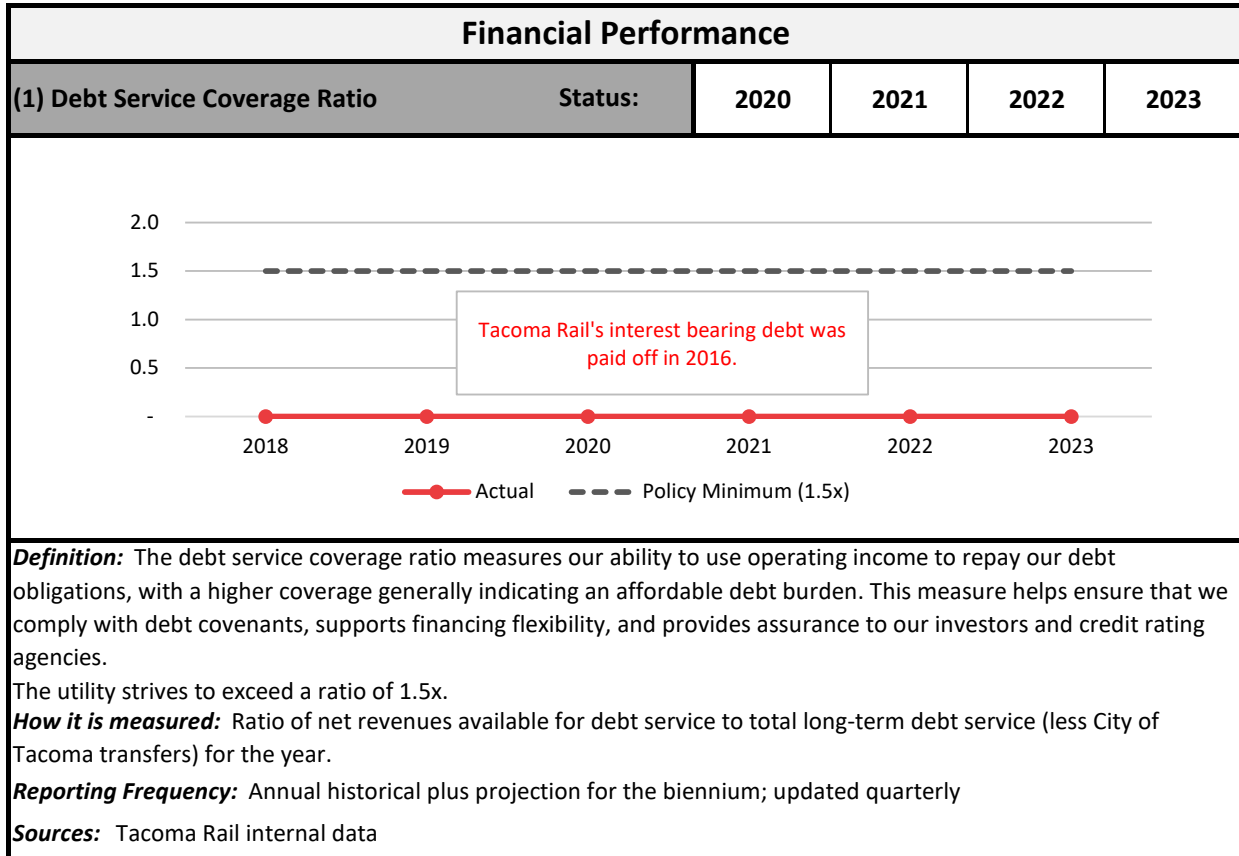
(12) Call Center Responsiveness	Status:	Q1	Q2	Q3	Q4																																				
<p><b>Percentage of calls answered in 30 seconds or less</b></p>  <table border="1"> <caption>Percentage of calls answered in 30 seconds or less</caption> <thead> <tr> <th>Quarter</th> <th>Tacoma Public Utilities</th> <th>National Average (74%)</th> <th>Target (75%)</th> </tr> </thead> <tbody> <tr> <td>2021-Q2</td> <td>87%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2021-Q3</td> <td>84%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2021-Q4</td> <td>81%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2022-Q1</td> <td>81%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2022-Q2</td> <td>34%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2022-Q3</td> <td>17%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2022-Q4</td> <td>31%</td> <td>74%</td> <td>75%</td> </tr> <tr> <td>2023-Q1</td> <td>53%</td> <td>74%</td> <td>75%</td> </tr> </tbody> </table>						Quarter	Tacoma Public Utilities	National Average (74%)	Target (75%)	2021-Q2	87%	74%	75%	2021-Q3	84%	74%	75%	2021-Q4	81%	74%	75%	2022-Q1	81%	74%	75%	2022-Q2	34%	74%	75%	2022-Q3	17%	74%	75%	2022-Q4	31%	74%	75%	2023-Q1	53%	74%	75%
Quarter	Tacoma Public Utilities	National Average (74%)	Target (75%)																																						
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<p><b>Definition:</b> The percentage of customers that are connected to a live representative within 30 seconds.</p> <p><b>How it is measured:</b> Number of calls answered within 30 seconds divided by the total numbers of calls received.</p> <p><b>Reporting Frequency:</b> Quarterly</p> <p><b>Sources:</b> Tacoma Public Utilities - Customer Services; E Source utility contact center data</p>																																									

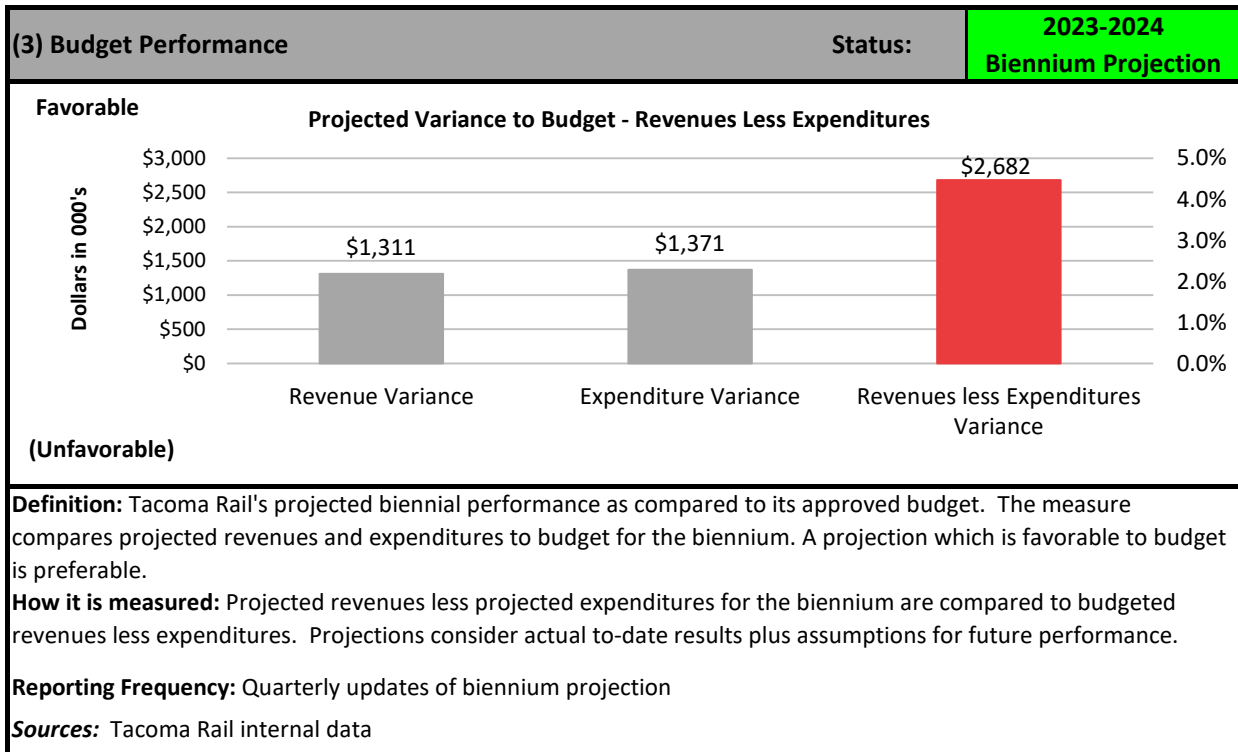


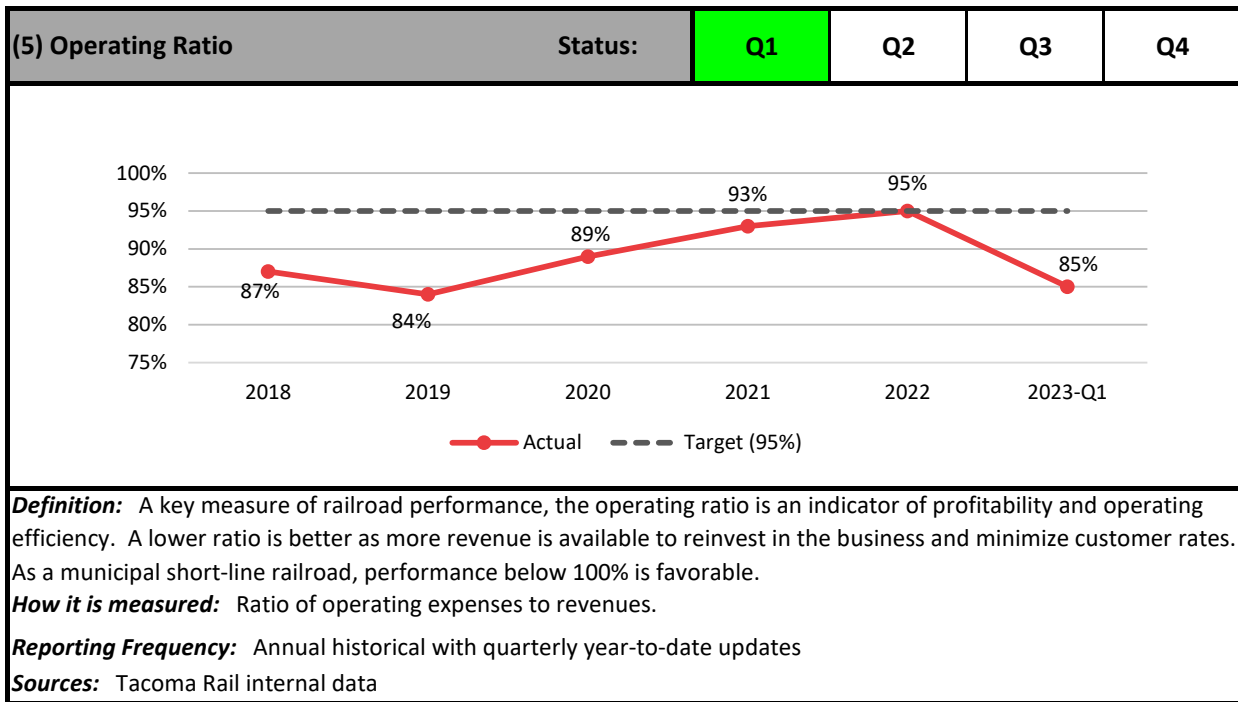
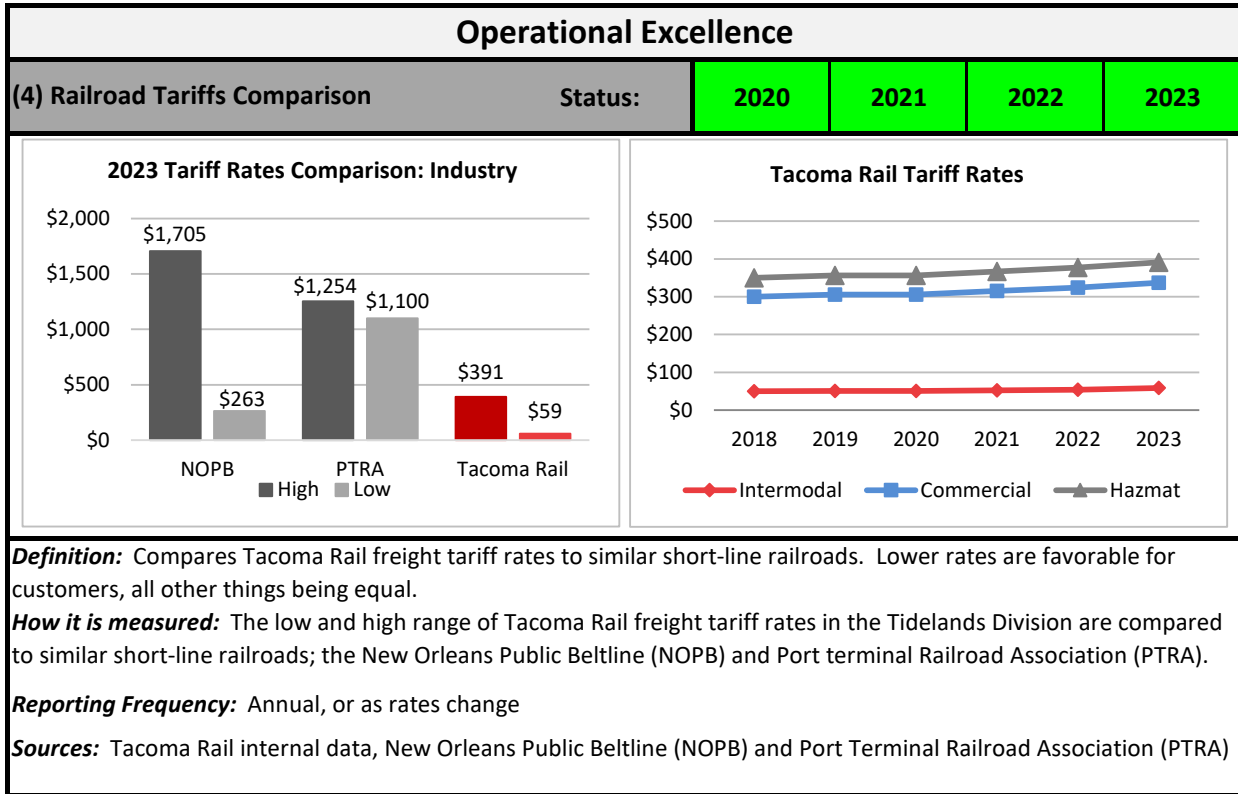


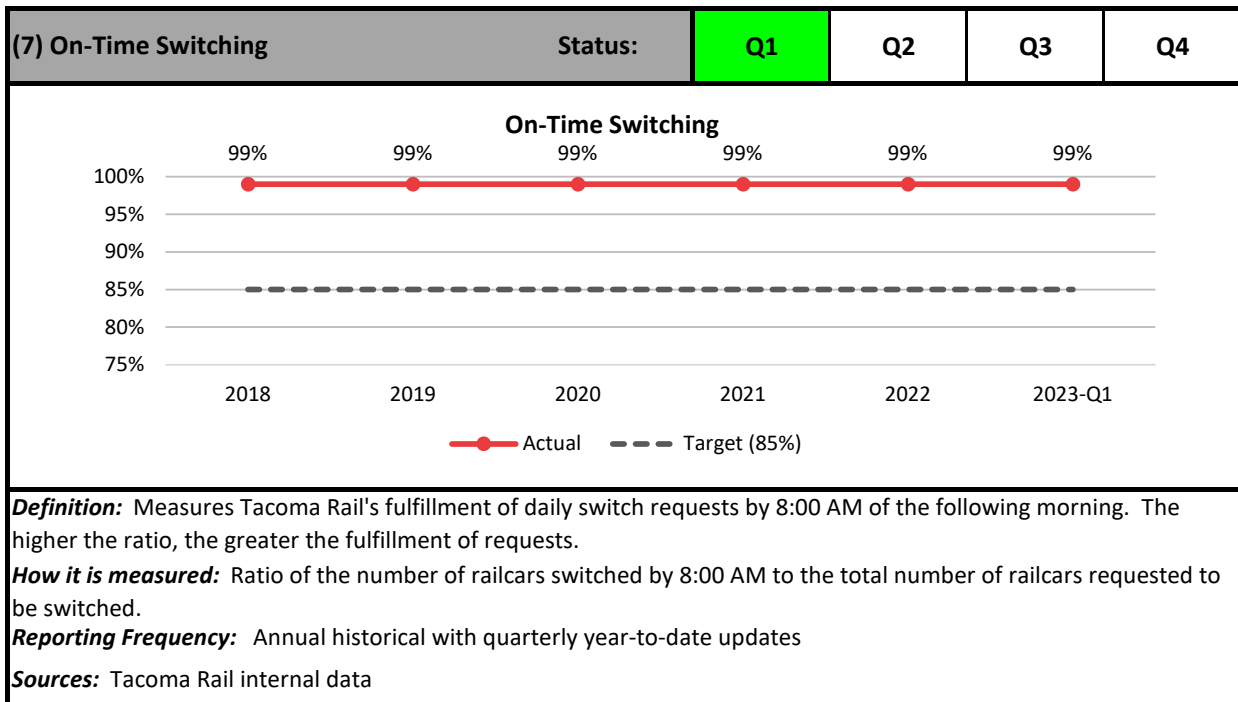
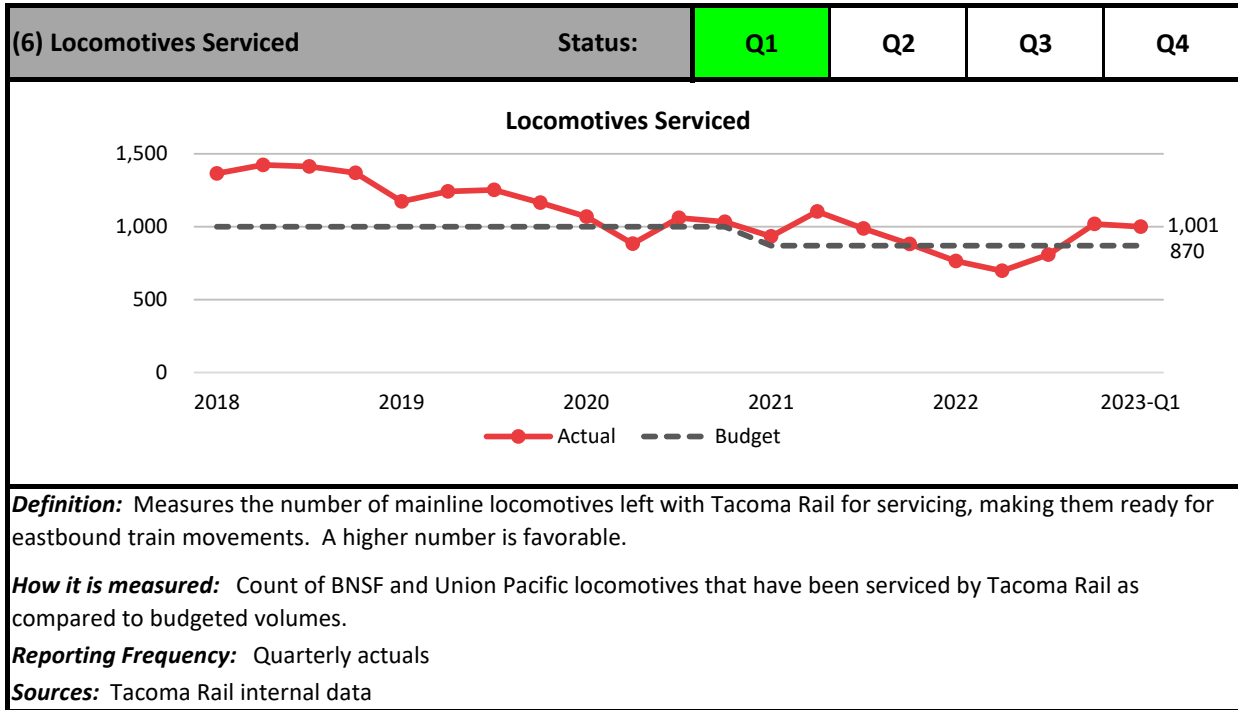


## Performance Metrics Summary





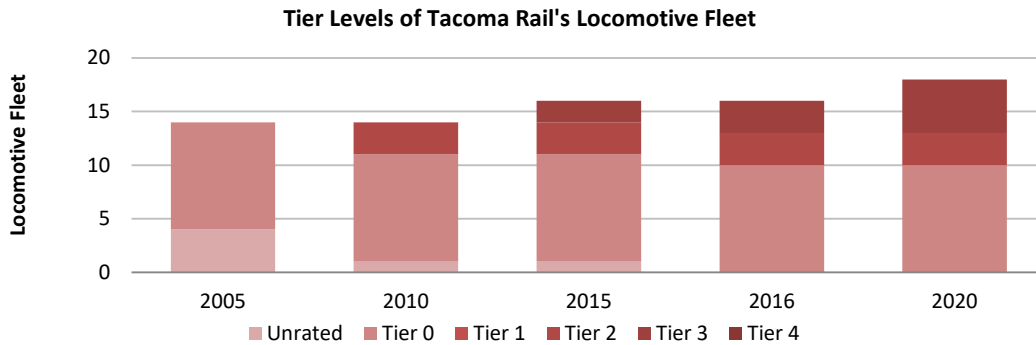




**(8) Diesel Conversion**

Status:

**2023**



**Definition:** Diesel locomotive conversion increases the emission tier levels of Tacoma Rail's locomotive fleet. A higher tier level equates to reduced emissions.

**How it is measured:** As Tacoma Rail acquires or repowers its locomotive fleet, the locomotives achieve a higher EPA tier level.

**Reporting Frequency:** Every five years

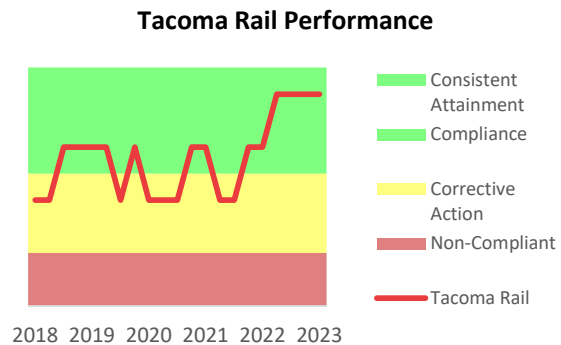
**Sources:** Tacoma Rail internal data

**(9) Storm Water Stewardship**

Status:

**2023**

2023 Q1	Turbidity	Copper	Zinc	Oil/Grease	PH	TPH
Benchmarks	25	14	117	Y/N	5.0-9.0	10
Catch Basin 1	A	A	A	A	A	A
Catch Basin 2	A	A	A	A	A	A
Man Hole	14	A	A	A	A	A

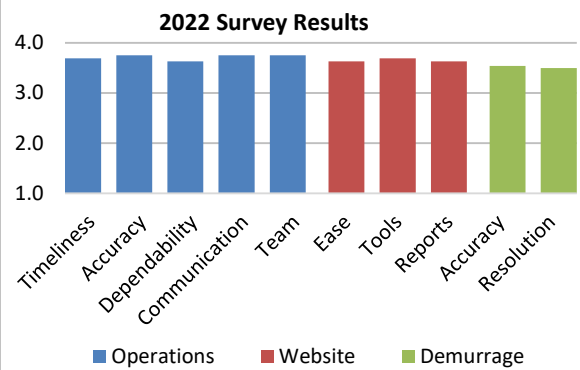
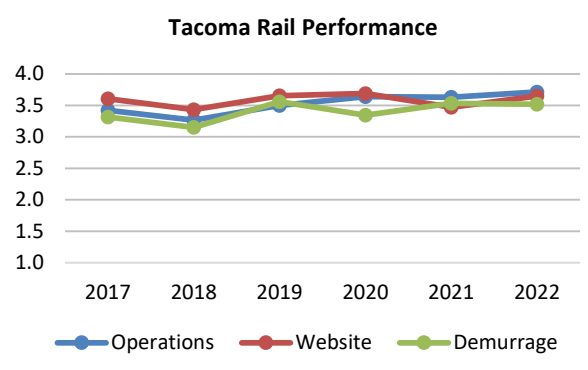


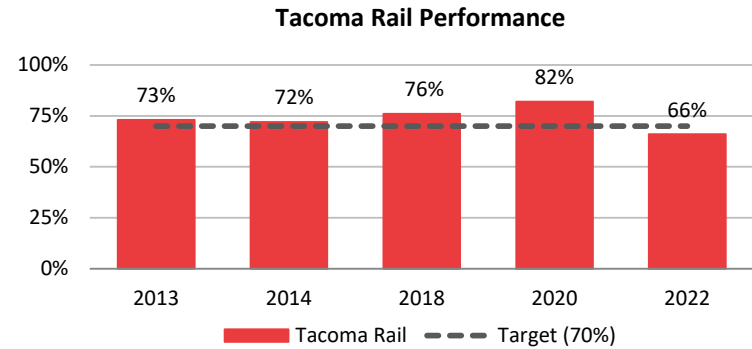
**Definition:** Tacoma Rail strives to be compliant with its Industrial Storm Water Permit which includes testing for zinc, copper, oil, turbidity, pH and total petroleum hydrocarbon levels in storm water runoff at three location points. The goal is to achieve full consistent attainment which is achieved after eight quarters of compliance. If any level tests out of the Washington State Department of Ecology (WSDOE) standard, a Corrective Action is needed. Each Corrective action level has specific requirements defined by the applied Industrial Stormwater Permit.

**How it is measured:** For Washington State Department of Ecology standards for storm water compliance, quarterly tests of water flows at collection locations at Tacoma Rail are conducted and summarized in a detailed report. Green represents compliance. Yellow represents an exceedance that resulted in corrective action(s) taken. Red is non-compliance.

**Reporting Frequency:** Quarterly

**Sources:** Washington State Department of Ecology (Storm Water)

Commitment to Customers & Employees					
(10) Customer Satisfaction	Status:	2019	2020	2021	2022
<p><b>2022 Survey Results</b></p> 		<p><b>Tacoma Rail Performance</b></p> 			
<p><b>Definition:</b> Measures customers' overall satisfaction with services provided by Tacoma Rail in the areas of operations, demurrage services and the customer-facing website. Based on a customer survey using a 1 to 4 scale, with 3 being satisfied and 4 being very satisfied. A higher score indicates greater overall satisfaction in key areas.</p> <p><b>How it is measured:</b> Mean of the weighted average score of question categories in the survey.</p> <p><b>Reporting Frequency:</b> Updated with each newly conducted annual survey</p> <p><b>Sources:</b> Tacoma Rail internal data</p>					

(11) Employee Satisfaction	Status:	2014	2018	2020	2022
<p><b>Tacoma Rail Performance</b></p> 					
<p><b>Definition:</b> Indicates employees' response to the question "Overall, I am satisfied with TPU as a place to work." based on an independently conducted employee survey. Satisfaction is assessed using a scale of 1 (strongly disagree) to 5 (strongly agree).</p> <p><b>How it is measured:</b> The percentage of total responses receiving a score of 4 or 5.</p> <p><b>Reporting Frequency:</b> Updated with each biennially conducted survey</p> <p><b>Sources:</b> TPU All-Employee Engagement Survey</p>					



(12) Employee Safety		Status:	Q1	Q2	Q3	Q4																																
<p><b>2023 Frequency Ratio (Injury Rates): Similar Railroads</b></p> <table border="1"> <caption>2023 Frequency Ratio (Injury Rates) - Similar Railroads</caption> <thead> <tr> <th>Railroad</th> <th>Frequency Ratio</th> </tr> </thead> <tbody> <tr> <td>MNNR</td> <td>15.7</td> </tr> <tr> <td>NOPB</td> <td>4.3</td> </tr> <tr> <td>PHL</td> <td>4.0</td> </tr> <tr> <td>T ASD</td> <td>12.7</td> </tr> <tr> <td>Tacoma</td> <td>0.0</td> </tr> </tbody> </table>	Railroad	Frequency Ratio	MNNR	15.7	NOPB	4.3	PHL	4.0	T ASD	12.7	Tacoma	0.0	<p><b>Tacoma Rail Performance</b></p> <table border="1"> <caption>Tacoma Rail Performance</caption> <thead> <tr> <th>Year</th> <th>Tacoma Rail</th> <th>Industry Mean</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>7.0</td> <td>~2.0</td> </tr> <tr> <td>2019</td> <td>3.1</td> <td>~2.0</td> </tr> <tr> <td>2020</td> <td>6.6</td> <td>~2.0</td> </tr> <tr> <td>2021</td> <td>4.6</td> <td>~2.0</td> </tr> <tr> <td>2022</td> <td>1.2</td> <td>~2.0</td> </tr> <tr> <td>2023-Q1</td> <td>0.0</td> <td>~2.0</td> </tr> </tbody> </table>					Year	Tacoma Rail	Industry Mean	2018	7.0	~2.0	2019	3.1	~2.0	2020	6.6	~2.0	2021	4.6	~2.0	2022	1.2	~2.0	2023-Q1	0.0	~2.0
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<p><b>Definition:</b> Standardized American Short Line &amp; Regional Railroad Association (ASLRRA) safety metric. Railroads report the number of OJI incidents and employee on-duty hours. A lower metric is better.</p> <p><b>How it is measured:</b> Railroad employee on-duty safety metrics by railroad per 200,000 hours worked.</p> <p><b>Reporting Frequency:</b> Annual historical with quarterly year-to-date updates</p> <p><b>Sources:</b> Tacoma Rail internal data; ASLRRA; Minnesota Commercial Railway (MNNR); New Orleans Public Beltline (NOPB); Pacific Harbor Line (PHL); Terminal Railway Alabama State Docks (TASD)</p>																																						