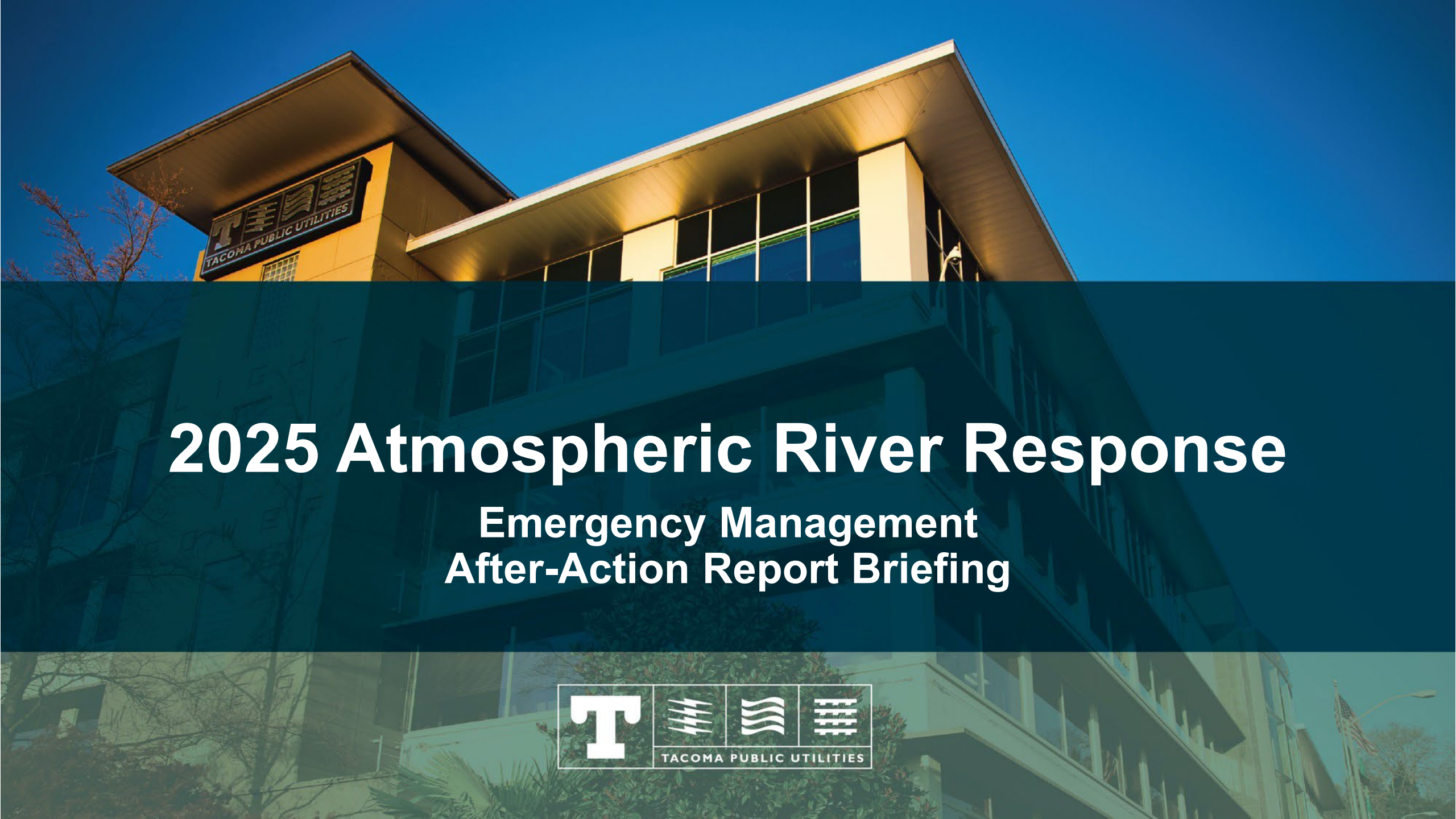

2025 Atmospheric River Response

Emergency Management
After-Action Report Briefing

TACOMA PUBLIC UTILITIES

Thank you!

Why This AAR Matters

Severe weather events are becoming more frequent and complex.

- **This After-Action Report & Improvement Plan help us:**
  - Understand how we performed during the incident
  - Learn from what worked well
  - Identify where we can improve
  - Strengthen how we prepare for and respond to future incidents

- **Why It Matters:**
  - Protects public safety and our employees
  - Maintains system reliability
  - Reduces financial risk and improves cost recovery
  - Builds trust with our employees and customers

Nisqually Hydroelectric Project – Alder Dam Spill

Our Response & What We Learned

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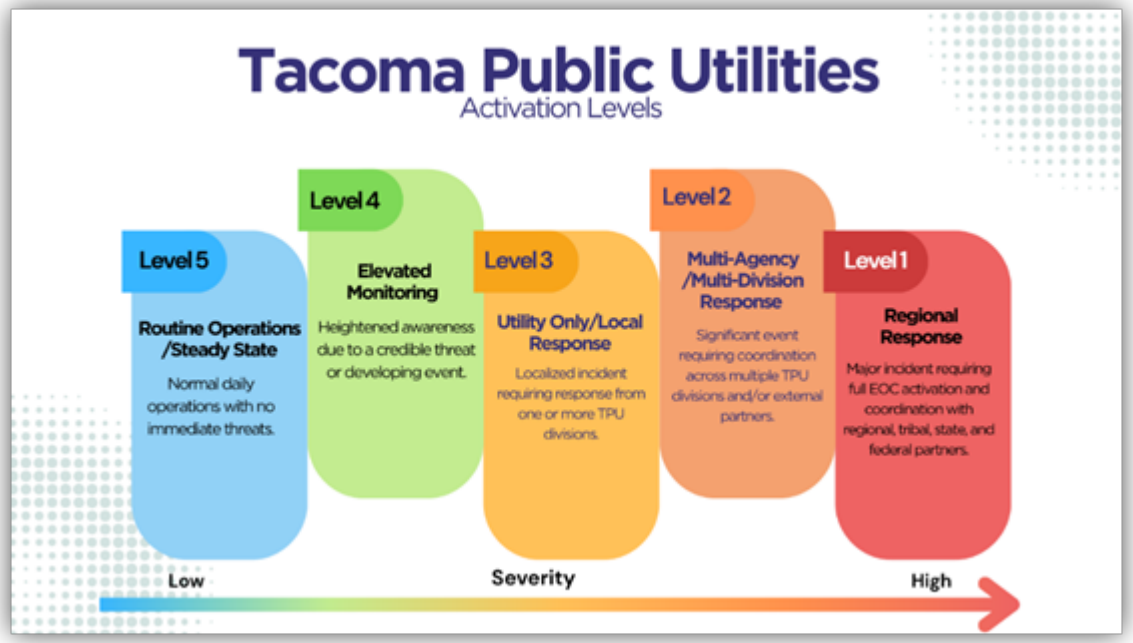
Event Overview

Prolonged atmospheric river events impacted WA (Dec. 3-22, 2025)

- Sustained rainfall, flooding, landslides, and wind

TPU Emergency Management Program Response & Coordination

- ICS Activations & Activation Levels:
  - **Water**- Headworks – began monitoring on 12/3 (Level 4); increased activation on 12/9 for response (Level 3).
  - **Power, Management & Generation** – began monitoring on 12/3 (Level 4); increase activation on 12/8 for utility-only response (Level 3)
  - **Power, T&D** – began monitoring on 12/15 (Level 4); increased activation on 12/17 for utility-only response (Level 3).



Event Overview Cont.

Flooding / Atmospheric River

- Power Management & Generation
  - Elevated reservoir inflows
  - Spill operations & dam safety coordination
  - Sustained operational tempo
  - External partner engagement (EMAs, NWS)
- Water, Headworks
  - Flooding and landslide
  - External partner engagement (EMAs, NWS)

Windstorm

- Power T&D
  - Forecast-driven activation
  - Widespread outages
  - High customer call volume
  - Overlapping operational impacts

Operational Complexity

What Made this Event Challenging:

- Overlapping hazards (wind, flooding, landslides)
- Extended duration
- High demand for real-time information (customers, employees, and partners)
- Multi-division coordination

Cowlitz Hydroelectric Project – Mayfield Lake Woody Debris

Headworks: Charley Creek

After-Action Report/Improvement Plan Process

Incident:
Atmospheric River

Hotwashes Completed
- 12/23 - Generation
- 12/23 – T&D
- 1/4 - Water

- Draft complete
- For review

- Prioritize, assign, and resolve corrective actions
- Update plans & procedures

- Exercise changes to plans and/or procedures

How We Performed

What we saw during this event:

- Earlier, more proactive activations
- Stronger coordination across divisions
- Good engagement with partners
- More structured planning during response

Emergency Management Program Maturity

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Building a More Coordinated EM Program

- Clearer structure (activation levels, ICS)
- Better coordination across divisions
- Stronger planning and situational awareness
- Stronger partnerships with our jurisdictional partners

Headworks: 16 mile

Where We Continue to Improve

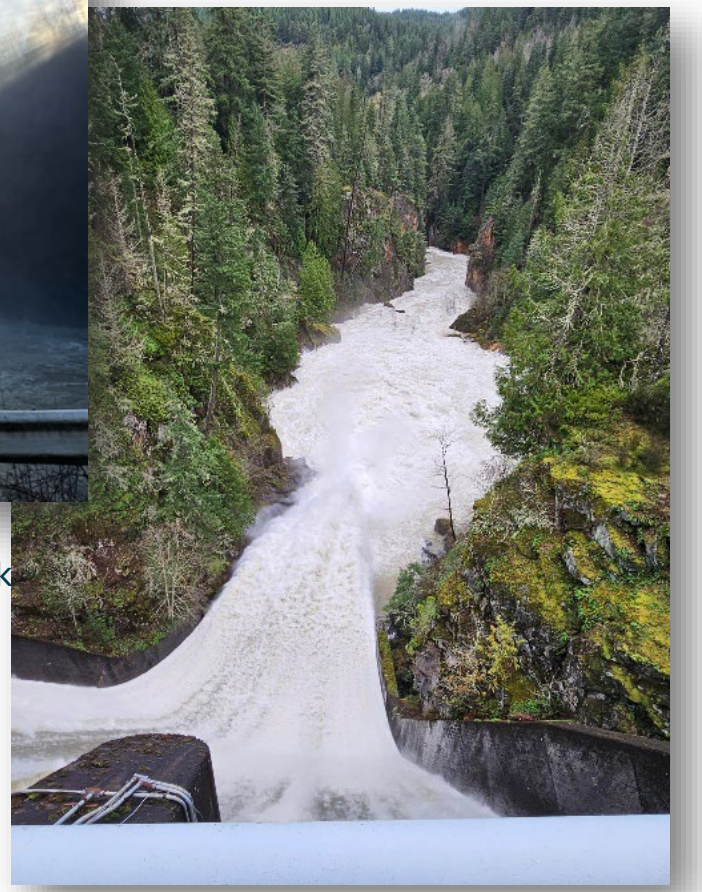
- Clearer command structure during escalation
- More consistent situational awareness
- Stronger enterprise-wide communication
- More disciplined documentation (cost recovery, ICS)
- Continuing to build depth in ICS trained staff

Cowlitz Hydroelectric Project – Mayfield Dam Spill

Strengthening Our Program

- Defined activation levels across TPU
- Continued investment in ICS (training, tools, exercises)
- Clearer roles and responsibilities (RACI)
  - EM Policy Update

Cowlitz Hydroelectric Project –Mossyrock Dam Spill



Nisqually Hydroelectric Project – LaGrande Dam Spill

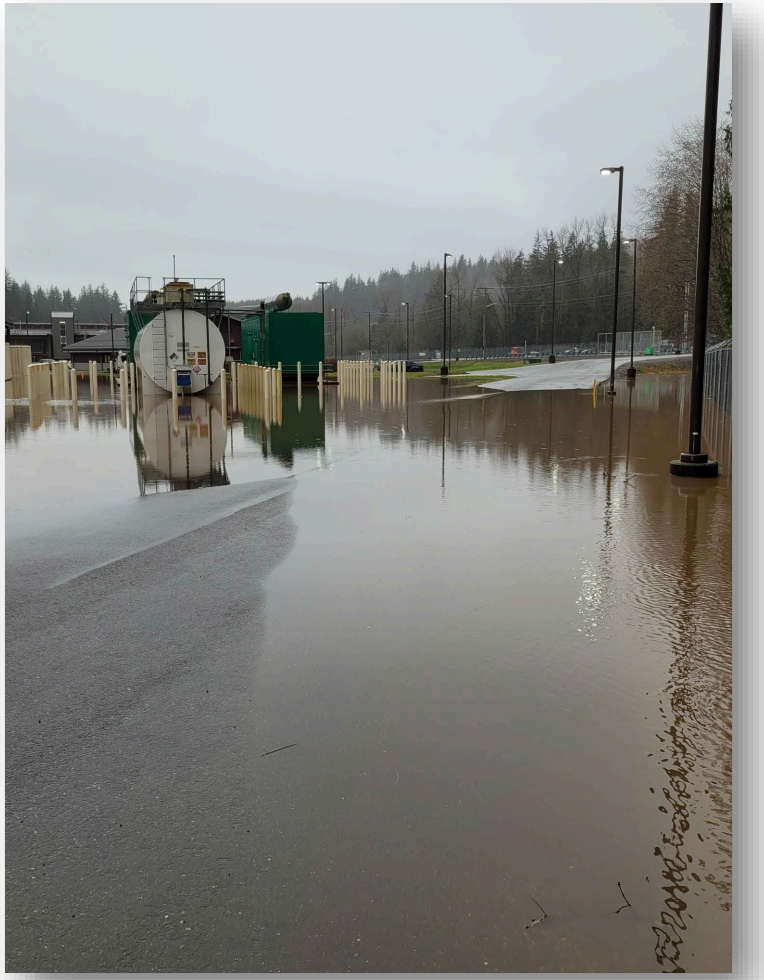
Strengthening Coordination & Planning

- Focused 5-year Emergency Management Work Plan
- Stronger alignment with regional partners (pre-incident, response, post incident)
  - Quarterly jurisdictional director meetings
- Coordination before, during, and after incidents
- Advanced mitigation planning (Pierce County & wildfire)

Headworks: Intake

Alignment with City Framework

- Updating the City's CEMP
- Aligning TPU practices with citywide response
- Improving integration with emergency management partners



Headworks office

What This Means Moving Forward

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Risk & Outlook

- **This Event Signals a Shift:**
  - Events are happening more often
  - They're lasting longer
  - They're impacting multiple systems at the same time
- **The risk if we don't adapt:**
  - Slower response and restoration
  - Higher operational and financial costs
  - Potential for greater customer impact
  - Recouping costs via FEMA

Nisqually Hydroelectric Project – Alder Lake
Woody Debris - After

FEMA Reimbursement

Ken Clark & Kristy Baker

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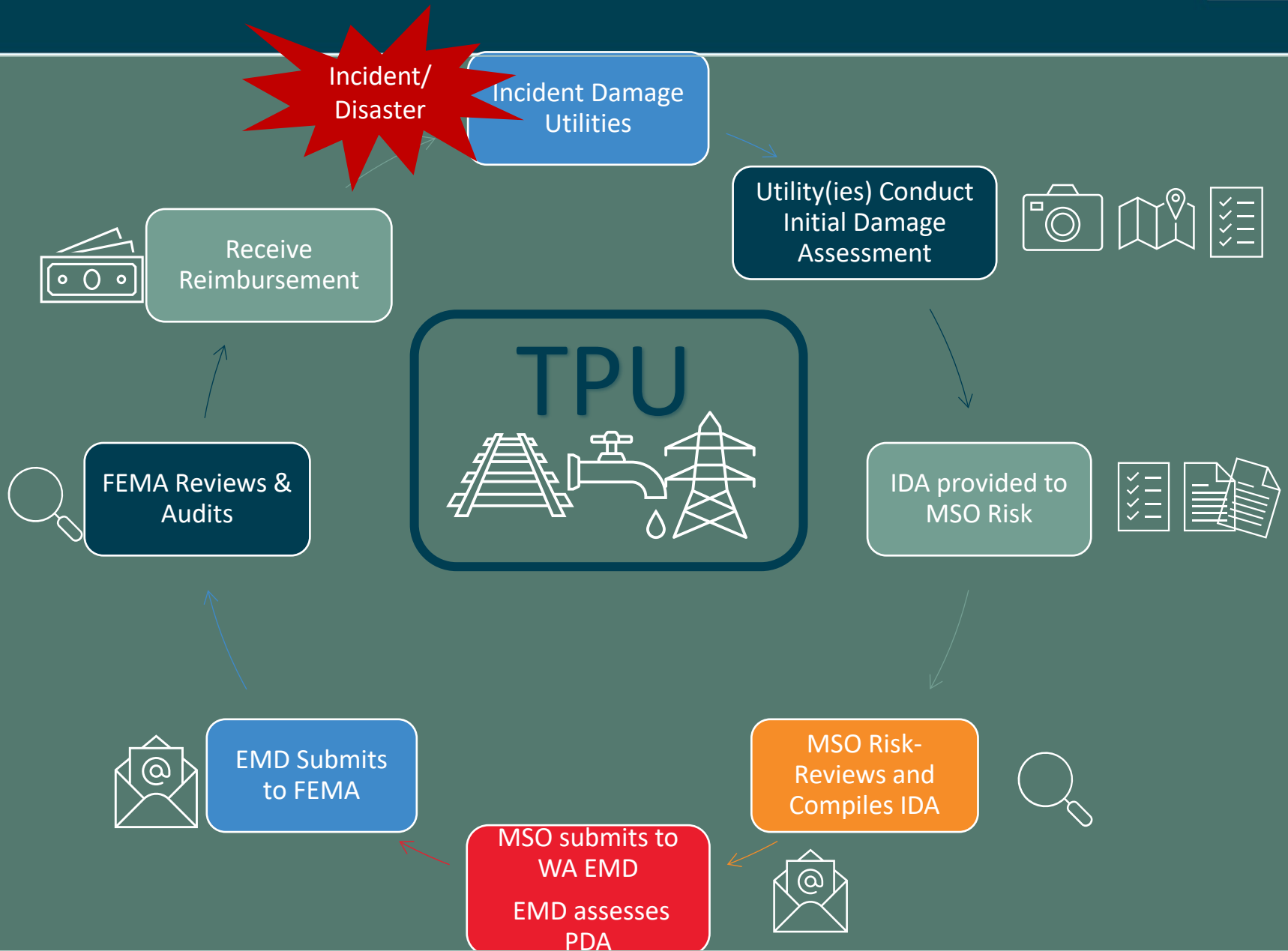
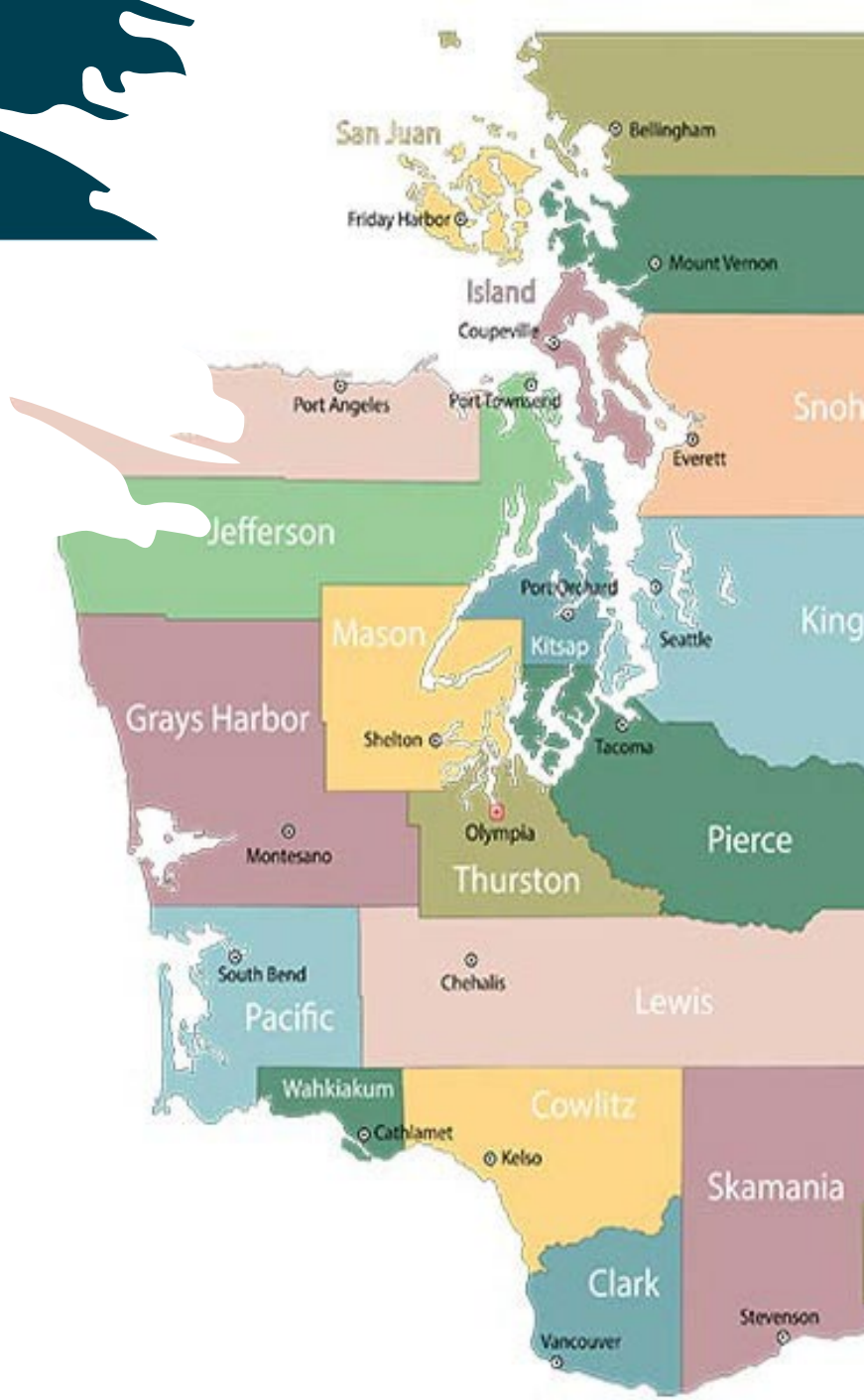
FEMA Reimbursement Process



2026 Public Assistance Thresholds

- Grays Harbor-$367,590.96
- King- $11,030,620.50
- Lewis-$399,244.14
- Mason-$319,428.36
- Pierce- $4,476,691.80
- Thurston-$1,432,693.98

- **WA $14,948,245.14**



TPU- FEMA Reimburseable Losses

- Green River Headworks- $627,500
- Nisqually Debris Cleanup- $125,791
- Cowlitz Debris Cleanup- $98,125
- T&D Outage Costs- $635,847

- **Total, December 2025 Storms $1,487,262**

Closing Comments

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Next Steps

Moving Forward:

- Implement targeted improvements
- Strengthen cross-division communication & coordination
- Continuing training and exercise

Board Support Needed

- **Continue investment in Emergency Management**
- **Sustain the investment in training, exercise, and continuous improvement (participation across divisions)**
  - Public Assistance Training (May/June)
- **Support long-term preparedness efforts**

Closing Message

We are making real progress.

This event showed what's working and where we can continue to keep improving.

Questions/Discussion

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