

City of Tacoma

Performance Evaluation

Jackie Flowers

Performance Period: August, 2020 to December, 2020

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

Date:

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

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.

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

Tacoma Public Utilities will reliably deliver to its customers the power, water and rail services they need and will rebound quickly from all interruptions in such service delivery.

SD8: Telecom

Tacoma Public Utilities (TPU) owns a hybrid fiber coaxial (HFC) network, portions of which it uses for its own operational needs and leases out the excess capacity to generate incremental economic value for the electric utility. The Telecom Strategic Directive directs the full utilization of the capability and capacity of the HFC network to ensure maximize return on investment, continued public ownership of the HFC network, and value creation for the public and communities served.

TPU is changing the scope of the past Click! public – private partnership, so the private partner can provide the retail video services in a quickly evolving technology and business environment. The industry standard for this model consists of the network owner, Tacoma Power, granting an Indefeasible Right to Use the network's capacity that is not required for power system needs. Tacoma Power will retain network maintenance responsibilities locating, splicing, repair and relocation on the portion of the network that includes power system functions.

SD9: Economic Development/Undergrounding

The Utilities are an asset that can aid in improved quality of life for all TPU customers and stakeholders. TPU supplies critical resources to the communities it serves, and provides the foundation for building a strong and resilient economy, which will ultimately result in more revenue for TPU.

SD10: Government Relations

Tacoma Public Utilities (TPU) is committed to building and strengthening respectful and mutually-productive relationships with tribal, federal, state, and other local units of government in order for public policy to benefit TPU customers and to foster the outcomes set out in TPU's Strategic Directives.

SD11: Decarbonization/Electric Vehicles

Tacoma Public Utilities seeks to be a leader in decarbonization of the electric utility system and transportation electrification and to promote Tacoma Power's renewable and nearly carbon free generation portfolio as a driver of economic development and a competitive advantage for existing customers.

SD12: Employee Relations

Tacoma Public Utilities Leadership along with the Public Utilities Board consider employees our most valuable assets. TPU employees are the face of the utility to our customers and their dedication keeps the utility running on a day to day basis.

TPU is committed to creating and maintaining a positive, supportive environment where employees are inspired to do their best work. This commitment ensures that all employees benefit from a safe, productive work environment, fair and equitable compensation, recognition of efforts, and the sense that they are valued.

SD13: Customer Service

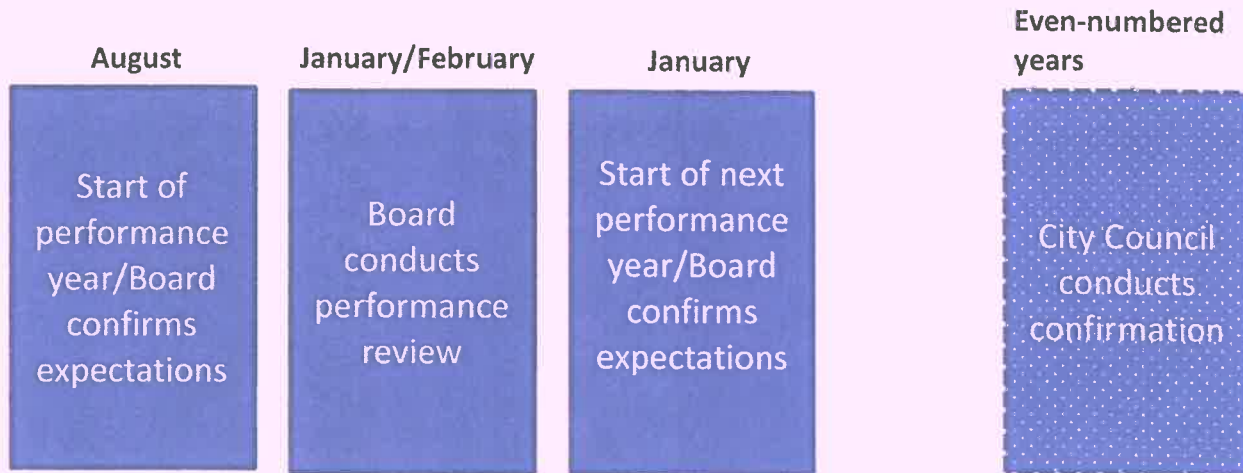
As a municipal utility, TPU is committed to providing the highest levels of customer services. The Public Utility Board has established this directive to ensure positive customer experiences in their interactions with TPU staff, Board Members, consultants, and sub-contractors.

SD14: Resource Planning

Tacoma Public Utilities' highest priority is providing safe and reliable power, water, and rail services that meet or exceed customer needs over the long term (20 to 60 years).

Performance Management Process

Performance Year: August 2020 through December 2020



In December 2020, the Board decided to change the performance year to match the calendar year. This change aligns the Director's performance review with the goal-setting process for the Utilities.

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
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.
	2. Lead the organization through the change process resulting from the Workforce Equity Study.

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: SD2 Financial Sustainability; SD3 Rates



Strategic Direction	Strategies
<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>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>	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.
	2. Identify strategies to keep rates low and prioritize initiatives to pursue and track success by December 31, 2020.
	3. Maintain competitive rates for utility services.

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Civic Engagement

Public Utility Board Priority: SD4 Stakeholder Engagement



Strategic Direction	Strategies
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.	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.
	2. Report at least biannually to the Public Utility Board on stakeholder and customer engagement efforts.

Board Comments**Board Rating**

(Check one)

☐ Exceptional
performance

☐ Exceeds
expectations

☐ Achieves
expectations

☐ Requires
development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Civic Engagement

Public Utility Board Priority: SD5 Environmental Leadership



Strategic Direction	Strategies
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.	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.
	2. Develop and implement community outreach plan related to Environmental Action Plan initiatives completed by December 31, 2020.
	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.

Board Comments**Board Rating**

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: SD6 Innovation



Strategic Direction	Strategies
<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 	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.
	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.
	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.
	4. Oversee development of data governance and TPU work practices to enhance data centered decision- making in TPU operating divisions.
	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.

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Economy and Workforce

Public Utility Board Priority: SD7 Reliability and Resiliency



Strategic Direction	Strategies
Tacoma Public Utilities will reliably deliver to its customers the power, water and rail services they need and will rebound quickly from all interruptions in such service delivery.	1. Establish initiatives that will enhance comprehensive TPU emergency response capabilities by December 31, 2019.
	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.

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Economy and Workforce

Public Utility Board Priority: SD8 Telecom



Strategic Direction	Strategies
<p>Tacoma Public Utilities (TPU) owns a hybrid fiber coaxial (HFC) network, portions of which it uses for its own operational needs and leases out the excess capacity to generate incremental economic value for the electric utility. The Telecom Strategic Directive directs the full utilization of the capability and capacity of the HFC network to ensure maximize return on investment, continued public ownership of the HFC network, and value creation for the public and communities served.</p> <p>TPU is changing the scope of the past Click! Public – private partnership, so the private partner can provide the retail video services in a quickly evolving technology and business environment. The industry standard for this model consists of the network owner, Tacoma Power, granting an Indefeasible Right to Use the network’s capacity that is not required for power system needs. Tacoma Power will retain network maintenance responsibilities locating, splicing, repair and relocation on the portion of the network that includes Power system functions.</p>	<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

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Economy and Workforce

Public Utility Board Priority: SD9 Economic Development/ Undergrounding



Strategic Direction	Strategies
The Utilities are an asset that can aid in improved quality of life for all TPU customers and stakeholders. TPU supplies critical resources to the communities it serves, and provides the foundation for building a strong and resilient economy, which will ultimately result in more revenue for TPU.	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.
	2. Develop and assess effectiveness of pilot program related to undergrounding distribution lines by June 30, 2020.
	3. Support Public Works Department in review of policies associated with utility participation in infrastructure relocation projects.

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: SD10 Government Relations



Strategic Direction	Strategies
Tacoma Public Utilities (TPU) is committed to building and strengthening respectful and mutually-productive relationships with tribal, federal, state, and other local units of government in order for public policy to benefit TPU customers and to foster the outcomes set out in TPU's Strategic Directives.	1. Continue to build and enhance positive working and collaborative relationship with the Public Utility Board.
	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.
	3. Identify strategic areas of focus to support the City's Vision 2025 by January 1, 2019.
	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.
	5. Continue to build and enhance the positive working and collaborative relationship with the Mayor, City Council Members, and the City Manager.

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Livability

Public Utility Board Priority: SD11 Decarbonization/Electric Vehicles



Strategic Direction	Strategies
Tacoma Public Utilities seeks to be a leader in decarbonization of the electric utility system and transportation electrification and to promote Tacoma Power's renewable and nearly carbon free generation portfolio as a driver of economic development and a competitive advantage for existing customers.	1. Identify three key transportation decarbonization strategies by December 31, 2019.
	2. Finalize the Transportation Electrification Strategic Plan following stakeholder engagement consistent with SD 4. Target PUB adoption by May 31, 2020.

Board Comments**Board Rating**

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: SD12 Employee Relations



Strategic Direction	Strategies
<p>Tacoma Public Utilities Leadership along with the Public Utilities Board consider employees our most valuable assets. TPU employees are the face of the utility to our customers and their dedication keeps the utility running on a day to day basis.</p> <p>TPU is committed to creating and maintaining a positive, supportive environment where employees are inspired to do their best work. This commitment ensures that all employees benefit from a safe, productive work environment, fair and equitable compensation, recognition of efforts, and the sense that they are valued.</p>	1. Establish a strong safety culture in all aspects of the organization through increased emphasis on safety, enhanced training, and standard metrics.
	2. Champion the organization change process necessary to implement the Compensation and Classification study recommendations.
	3. Implement strategies to continue to address the key findings from the employee survey.
	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.

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: SD13 Customer Service



Strategic Direction	Strategies
As a municipal utility, TPU is committed to providing the highest levels of customer services. The Public Utility Board has established this directive to ensure positive customer experiences in their interactions with TPU staff, Board Members, consultants, and sub-contractors.	1. Increase BCAP to either \$1,000,000 in bill assistance or 2,000 participating households by December 31, 2020.
	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.

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

Tacoma 2025 Focus Area: Economy & Workforce

Public Utility Board Priority: SD14 Resource Planning



Strategic Direction	Strategies
Tacoma Public Utilities' highest priority is providing safe and reliable power, water, and rail services that meet or exceed customer needs over the long term (20 to 60 years).	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.
	2. Complete Integrated Resource Planning process for 2020-2025 period including stakeholder engagement consistent with SD 4. Target PUB adoption by August 31, 2020.

Board Comments

Board Rating

(Check one)

☐ Exceptional performance

☐ Exceeds expectations

☐ Achieves expectations

☐ Requires development

☐ Unsatisfactory

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	Description
Business insight	Applying knowledge of business and the marketplace to advance the organization's goals
Cultivates innovation	Creating new and better ways for the organization to be successful
Strategic mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies
Collaborates	Building partnerships and working collaboratively with others to meet shared objectives
Manages conflict	Handling conflict situations effectively, with a minimum of noise
Interpersonal savvy	Relating openly and comfortably with diverse groups of people
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences
Drives vision and purpose	Painting a compelling picture of the vision and strategy that motivates others to action
Courage	Stepping up to address difficult issues, saying what needs to be said
Instills trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity

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Board Comments

Board Rating

(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