

Motion 23-02

23-02. That in accordance with Article IV, Section 4.18 of the Tacoma City Charter, the Board has completed an annual performance review of Jackie Flowers, the Director of Utilities, and now approves the annual performance review as on file with the Clerk of the Board, and approves an award of 4 incentive days pursuant to TMC 1.12.345.C, and approves an award of 10 administrative leave days pursuant to TMC 1.12.250(C)(2), to be used within 12 months.



TPU DIRECTOR PERFORMANCE REVIEW

JANUARY 2023

OVERVIEW

The Tacoma Public Utility Board evaluates the TPU Director's performance on a yearly basis. To help guide the Director's work during the performance year, the Board provides feedback on performance to date, along with direction for future performance.

[Board Chair Watson and Board Members](#)

Table of Contents

Our Mission	3
Our Values	3
Performance Management Process.....	7
Ratings Definitions	8
Section 1: Assisting the Board with Policy Making Role.....	9
Section 2: General Government/City Council Relationships	11
Section 3: External Relations	13
Section 4: Fiscal Management.....	16
Section 5: Organization Management	18
Section 6: Operational Effectiveness	20
Section 7: Leadership Competencies	23
Section 8: Overall Comments and Rating	24

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



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.



Equity & Accessibility

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



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.



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.



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.

2021 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

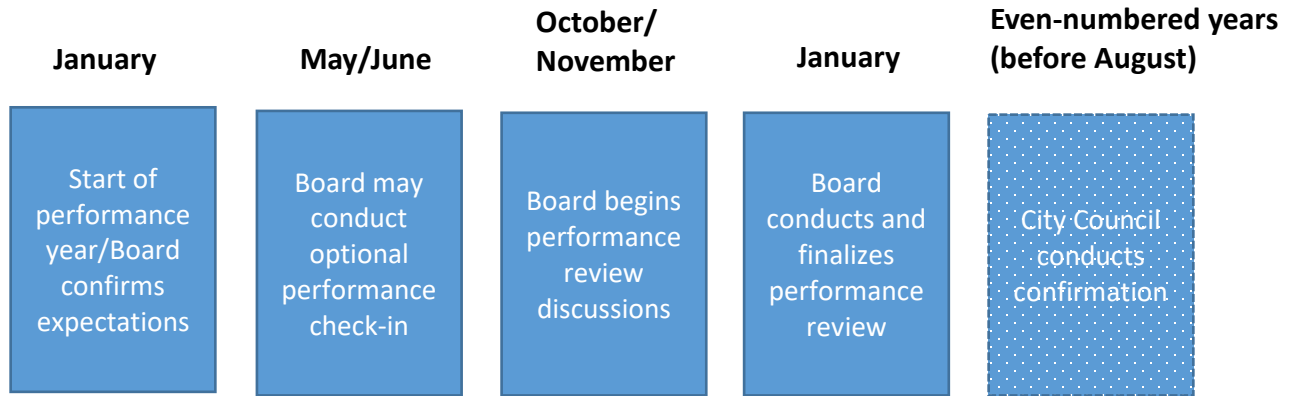
As a municipal utility, TPU is committed to providing the highest levels of customer services. The Public Utility Board has established this directive to ensure positive customer experiences in their interactions with TPU staff, Board Members, consultants, and sub-contractors.

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: January 2022 through December 2022



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.

Section 1: Assisting the Board with Policy Making Role

Description/behaviors: Provides accurate and timely information, alternatives, and recommendations; demonstrates support of strategic goals; delivers concise written and verbal communications; ensures timely follow-up; is future focused; conducts advance planning.

- Well-done

The year 2022 saw significant transition in Public Utility Board processes and appointees. In terms of process changes, post pandemic reconstitution led to resumption of in person board meetings in 2022 with minimal disruption to board processes. This transition included retaining hybrid participation for both staff and members of the public. Arranging for and completing hybrid enabling technology in the auditorium during the pandemic supported orderly transition to hybrid meetings with minimal disruption.

Transition of board representatives ultimately led to a majority of board members being newly appointed by year end, an unprecedented turnover when compared to the typical board turnover cadence envisioned in the City Charter (one per year). Board priorities and meeting material development/distribution were consistent with established practice and directives from the previous board. Given new appointments of most board members, it became apparent by year end that adjustments in process were necessary to reflect the current board preferences. More on this in the “opportunities” section. Exceptional job onboarding new board members and preparing them for success.

Board meeting success is in part dependent on forecasting reasonable and timely agenda topics to enable action at the right time with respect to business function, including anticipating emerging issues in advance of or at time of public discussion. Consequently, Board packet materials were nearly always available by mid-day Friday before the board meeting, with few exceptions. The Director’s office tracks responses to board member questions and follow-up materials to ensure timely action on inquiries. In 2022, we onboarded three new board members in the traditional physical onboarding process including tours of facilities and meetings with staff to enable a more robust experience to our new policy makers. This practice was suspended during the pandemic. The physical onboarding of three board members resulted in increased demands of staff necessary to accommodate multiple onboard tours and introductory meetings.

As the utility disconnect moratorium was sunset in March, clear and careful coordination of account recovery planning was discussed with policy makers. Detailed updates on this progress were provided at nearly every board meeting for a nearly six-month period as customer balances were automatically converted to 24-month payment plans and dunning was resumed.

A key objective for 2022 included partnering with a transitioning board in developing and adopting the FY2023-24 biennial budget and associated rate proposals. Significant time and effort was dedicated to planning and delivering a series of presentations throughout the year,

including a full day stage setting board workshop on interactive topics such as long-range financial plans, rate and financial policy considerations, rate making principles, and customer assistance and affordability, in order to aid board members in their policy maker role of budget and rate approval. Based on board feedback on key topics and special considerations, we added supplemental budgetary presentations, covering subjects such as supply chain, inflation and labor market. As new board members were brought onto the board through the year, attention was given to building familiarity of the budget/rates processes and the proposal development. After significant collaborative engagement, the board voted to approve the budget and rates at its October 26 meeting.

Comprehensive reports on each board strategic directive were completed throughout the year in accordance with the adopted directives.

- Opportunities

The unprecedented level of turnover on the board has presented opportunities to reflect on historic board practice with conversations focused on needed adjustments. The fall Board retreat provided a much-needed opportunity to refresh focus based on current board preference. The outcome of the retreat saw a list of potential workplan areas for the board that will be further developed into 2023.

(Check one)

- Exceptional performance Exceeds expectations Achieves expectations Requires development Unsatisfactory

Section 2: General Government/City Council Relationships

Aligns with Strategic Directive 10: Government Relations

Description/behaviors: Proactively works to develop a collaborative relationship with the Mayor, Council, City Manager, General Government departments; effectively uses shared resources.

- Well-done

Pandemic response ending in 2022 also led to transition from mandatory remote work for able employees to the City's new hybrid work policy. For three quarters of the year, the intense coordination with general government related to pandemic response and reconstitution persisted. As transition occurred, the level of coordination was thoughtfully adjusted and, in some cases, reduced. For example, monthly town halls hosted jointly with the Director and City Manager eventually turned into bi-monthly town halls. Weekly calls with Directors and Superintendents were reduced to monthly calls. The Director's multiple weekly coordination calls with the City Manager were reduced to once a week.

The Director led frequent coordination meetings with general government policy makers in a predictable cadence including quarterly meetings with the Board Chair, Mayor, and City Manager, and quarterly meetings with the Board Chair and the Council Committee Chairs, and at least quarterly joint study sessions between the Public Utility Board and Tacoma City Council.

Additional coordination meetings with general government policy makers were added during the budget and rates development process. These included monthly meetings with the GPFC Chair and, for the first time in recent history, nearly monthly budget/rate topical presentations to GPFC. Budget and rates development updates were provided by the Director in the quarterly updates and in individual Council briefings as final recommendations were developed. Outreach with local and regional governments, including the County and franchise cities, occurred during the budget and rates engagement process.

The Tacoma City Council received multiple presentations in areas of council priority including a joint presentation of TPU/ES to Infrastructure, Planning and Sustainability Committee related to the Climate Action Plan on July 27. A presentation to the full Tacoma City Council regarding the status of the TPU Racial Equity Action Plan was completed on August 9. Joint study session presentation topics included post pandemic utility account recovery, improved customer portal and joint TPU-General Government legislative policies and agenda.

Shared service activities were coordinated through Finance, Legal, and Human Resources. Additionally, services related to diversity, equity and inclusion and anti-racist transformation work was well coordinated through the Office of Equity and Human Rights.

- Opportunities

Many shared services departments experienced staff turnover this past year impacting availability and effectiveness of support services. Finance staff turnover led to work shifting to operating divisions and utilities while allocations remained unchanged. Human Resources staff continued to be resource constrained as critical and overwhelming work continued with the classification and compensation study. Additionally, the incredibly competitive labor market resulted in higher turnover levels than we have traditionally. The delay in completing the classification and compensation study and limited compensation for non-represented classifications, when compared to represented classifications, led to reduced morale, increased turnover and inadequate resources for the workload. Hiring pools saw substantial reduction in number of qualified candidates. All these factors stressed talent acquisition resources. Human Resources transitioned away from the TPU satellite office leaving concerns about timeliness and responsiveness of HR services. These experiences reinforce the need to re-establish the Service Level Agreement process including joint, active monitoring of key performance indicator measurements, a priority for 2023.

(Check one)

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Section 3: External Relations

Aligns with Strategic Directive 4: Stakeholder Engagement, and Strategic Directive 13: Customer Service

Description/behaviors: Ensures high quality, professional, accessible external communications and outreach; engages a diverse and broad base of community stakeholders; dialogues with others about issues of concern; maintains news/media relations; acts as the Utility representative with other government agencies; makes sure the Utility provides exceptional customer service.

- Well-done

This past year saw a significant increase in needs for stakeholder engagement and enhanced customer service. Complex interactions around transitioning from the utility disconnect moratorium to post pandemic account recovery, deployment of new customer facing tools such as the enhanced MyAccount portal, and development of the FY2023-24 budget and rates proposal were significant contributors to this additional effort. The confluence of pandemic account recovery, economic pressures, and deployment of technology (along with key staff turnover) continue to drive the need to enhance customer experience. More on that in the opportunities section below.

Outreach was focused on meeting the customers where they are. This included engaging in a variety of community events, attending community and neighborhood meetings in the format of their choosing (in person, remote, hybrid, written), and providing materials in multiple languages. Layered outreach related to COVID account balances and the disconnect moratorium included QR codes for language access on letters and door hangers, a first for the organization.

With respect to post pandemic account recovery, support included automatic transition of COVID balances to 24-month payment plans without interest or late fees. Furthermore, a plan was developed and deployed to actively support customers in obtaining utility assistance from a variety of sources. Throughout the year, customers were made aware of funding sources from TPU and other community partners to aid them in their bill recovery. Staff registered customers eligible for TPU assistance such as BCAP.

The Director established a cross organizational team to plan and monitor progression from moratorium to dunning. The arrearages totaled nearly \$30 million in April. In November, residential arrearages on open accounts was down to approximately \$16 million when we were notified we would receive \$14.1 million from the state for COVID utility account recovery. The team developed a strategy to apply the state assistance and repurpose the remaining nearly \$2.7 million by year end. That plan is being executed at time of this self-review. Optimism remains that COVID balances will largely be cleared by year end.

With the Director's continued focus on affordability, staff developed and deployed a pilot low-income rental energy efficiency program which was launched in the fall of 2022. Staff also developed recommendations for enhancements to BCAP for 2023-24 that will result in bill reduction for qualifying customers despite the rate increase and regardless of payment status. The recommended BCAP enhancements incorporated comments received from BCAP recipients (current and past) through focus group engagement.

Enhancements to customer self-serve channels were introduced including the MyAccount Portal update enabling customers to do things like choose billing dates, request move in/move out service, and register for paperless billing. We saw great success with paperless billing as registration increased by more than 21,000 customer accounts within the first month of activating the new portal (compared to only 5,283 new paperless billing enrollments last year). Current paperless billing enrollment is at nearly 35% (50,191) of our total customers now registered for paperless billing, far surpassing the target goal of 20% set in 2019 when our enrollment was less than 13%.

The Director held a first ever hybrid joint budget and rates listening session with the Director of Environmental Services to present plans and invite public feedback on budget/rates planning early in the process. Extensive budget and rates outreach throughout our service territories were conducted the latter half of the year. In addition to in-person and utility board comment opportunities, comments could be provided through a website form throughout the budget and rates process. Social media and traditional media outreach including a press release related to proposed rate adjustments helped drive awareness of proposals and comment opportunities.

The Director was active and engaged with external organizations to further drive community connectivity to efforts of the organization. Participation in community organizations such as board seats on the Tacoma-Pierce County Chamber of Commerce and Economic Development Board enhanced opportunities to engage with the business community particularly with respect to supporting business needs in post pandemic bill recovery. A new opportunity resulted as the Director obtained a board seat on the Pacific NW Hydrogen Hub Association to address decarbonization through regional hydrogen hub work led by the State of Washington Department of Commerce. The association is working to develop a hydrogen hub concept in pursuit of DOE funding and further drive decarbonization of medium and heavy-duty transportation including maritime uses.

The Director's role on the United Way of Pierce County Board of Directors has aided the organization in framing challenges with respect to utility bill affordability and housing pressures for our most vulnerable customers. This collaboration continues to aid us as we consider and develop an affordability framework that informs income assistance programs.

- Opportunities

The 2022 workplan anticipated transitions in customer engagement with a noted effort to refresh strategy with enhanced focus on customer experience. Timing of this effort was centered around foundational technology (advanced meters and portal enhancements) bringing more choice and convenience to customers. As technology deployment was delayed due to supply chain issues, turn over in customer service leadership necessitated expediting customer experience roadmap development. Si Roadmap work is anticipated to be completed in early 2023 with an implementation plan to guide enhancements to customer experience over an estimated five-year period.

Due to resource constraints in Customer Services and supply chain delays impacting the meter conversion project, the prepay program roll-out was delayed. It is anticipated however that a pilot will be launched in early 2023 to areas where meter upgrades have been completed. The pilot will likely focus on customers who had previously participated in the pay-go program.

(Check one)

Exceptional performance

Exceeds expectations

Achieves expectations

Requires development

Unsatisfactory

Section 4: Fiscal Management

Aligns with Strategic Directive 2: Financial Sustainability, and Strategic Directive 3: Rates

Description/behaviors: Analyzes issues and proposes long-term solutions; provides periodic status reports; demonstrates thorough knowledge of budgeting and financial management; implements cost control measures as needed; demonstrates fluency in rates planning and analysis; provides timely and accurate financial reports.

- Well-done

The year started with adoption of both the Tacoma Power and Tacoma Water Long Range Financial Plans which informed the revenue requirement establishing budget development and proposed retail rates. The Director scheduled a budget and rates workshop with the Public Utility Board focused on strategic directives 2 and 3 related to financial sustainability and rates including review of and updates to rate and financial policies. The elements discussed in the budget and rates workshop were carried forward to multiple Government Performance Finance Committee discussions in preparation for budget and rates.

In addition to developing budget and rates proposals in support of the long-range financial plan, Tacoma Water and Tacoma Power teams assessed utility account arrearages proposing rate constructs consistent with how other utilities are handling pandemic impacts. Tacoma Rail reflected declining volume projections within their budgetary process and current fiscal management through prudent expense adjustments. Tacoma Power articulated a well devised plan for a one-time wholesale power revenue surplus to both ease upward rate pressure for the upcoming biennial budget and account for the need to alleviate sizable rate increases projected in the long-range financial planning period to return rate adjustments that conform to our rate making principles.

As part of the rates process, the Director articulated the need for Tacoma Power and Tacoma Water to further develop the “affordability” framework that was initiated pre-pandemic to astutely assess bill impacts on income-constrained customers. This framework led to proposed enhancements to the Bill Credit Assistance Program (BCAP) for BCAP Plus to be funded with the proposed budget and implemented in 2023.

Quarterly financial reports were provided to the Public Utility Board and an annual review of the Wholesale Power Risk Management Program was provided.

- Opportunities

Continuing review and evaluation of bill affordability and BCAP participation will be a priority in the next biennium, particularly as we continue to support post pandemic customer recovery. Success will be driven by our ability to ease enrollment requirements for qualifying customers, as an example automatically enrolling those enrolled in other income qualifying programs.

(Check one)

Exceptional
performance

Exceeds
expectations

Achieves
expectations

Requires
development

Unsatisfactory

Section 5: Organization Development

Aligns with Strategic Directive 1: Equity and Inclusion, and Strategic Directive 12: Employee Relations

Description/behaviors: Exemplifies effective, professional relationships with staff; sets clear expectations for staff performance; clearly articulates the mission, vision and strategic directives; sponsors transformational change at the Utilities.

- Well-done

In 2022, COVID pandemic response sunset leading to employees transitioning from mandatory telework to the new hybrid work protocol. This transition occurred with little workplace disruption. Workplace transition in 2022 impacted the work environment and reinforced continued need for focus on employee experience. Transitions in workplace practice and culture are ongoing and will be a focus in 2023.

The Director has re-engaged as executive sponsor to the TPU Equity Committee as pandemic response demands eased. There is a focus on evolving the DEI and Anti-Racist Transformation work. Leadership staff has completed advanced equity training over the past year to support this organizational priority.

On May 24, Human Resources formally launched the Equitable Recruiting and Selection Practices Program after piloting it at TPU. The organization is on track to complete the required program training in 2022. This program provides for diverse hiring panels that have completed implicit bias training and provides multiple equity check points throughout the hiring process. The program is foundational to our ability to continue to grow in diversity. TPU actively engages with community partners to enhance the diversity of our talent pipeline. We continue to strengthen our partnership with Degrees of Change, aiding us in sourcing diverse, local talent for internships. This is the 4th year of full collaboration between Water and Power in a TPU-wide internship program using a cohort style model. Last year there were 22 interns and this year 19. Apprenticeships continue to be a primary focus in both Power and Water with substantive work being done to revise existing apprenticeships to ensure hiring is conducted in an equitable manner which provides greater program access to diverse audience. Tacoma Power is working to reinstitute a pre-apprenticeship program (projected for 2023) which will further enhance opportunity.

While increasing participation of women in the construction trades continues to be challenging, Power was able to add a female Power apprentice and a female street light technician apprentice. The annual Women-In-Trades event cultivates interested diverse talent with opportunities to learn more about the trades, speak to women in the trades, and gain insights related to our hiring processes. There has been a significant increase in the number of applications from diverse candidates. The Director continues to actively sponsor this effort.

This summer TPU launched the inaugural TPU/MESA Summer Program (MESA: Math, Engineering, Science Achievement; 3-week summer shadow experience in July). MESA’s Mission is to prepare underrepresented (African American, Hispanic/Latino, Native American, Pacific Islander, and women) students for higher education and careers in science, technology, engineering and mathematics, the Director was involved in these efforts.

In support of these efforts to institutionalize inclusive practice as a tool for transformation, Targeted Universalism Workshops we implemented across TPU. Each division is participating in an equity lens training series that is research-based and allows TPU to work inclusively alongside those most impacted by racism and marginalization. These efforts strategically allow TPU to reach their universal business goals by implementing targeted strategies to address disparities. The research model centers both qualitative and quantitative data to identify and describe current disparities. It includes the development of measurable and targeted strategies aimed at helping us reach our universal equity goals, incorporating intentionality and accountability to ultimately uplift credible findings and recommendations for antiracist transformational revisions in policy and practice. This effort puts equity into action with respect to outward facing efforts.

With employees in mind, a significant number of employees participated in situational awareness training to sharpen workplace safety with respect to outside threats. Most work groups will meet the business unit goal of increased reporting activity with respect to identifying safety concerns. The one area that is lagging, customer services, has struggled due to the increased workload associated with account recovery. Additionally, TPU divisions are well positioned to achieve goals with respect to formalizing customized safety training plans.

To get specific employee feedback, TPU conducted an organization-wide survey in October; results will inform areas of focus in 2023.

- Opportunities

Given the many transitions that occurred in 2022, the headwinds of internal processes such as slow progress toward completing the classification and compensation study and higher than normal turn-over amidst a competitive labor market, efforts to strengthen the total employee experience will be priority in 2023. Employee survey results will inform areas of focus.

(Check one)

- Exceptional performance Exceeds expectations Achieves expectations Requires development Unsatisfactory

Section 6: Operational Effectiveness

Aligns with Strategic Directive 5: Environmental Leadership; Strategic Directive 6: Innovation; Strategic Directive 7: Reliability and Resiliency; Strategic Directive 8: Telecom; Strategic Directive 9: Economic Development/Undergrounding; Strategic Directive 11: Decarbonization/Electric Vehicles; Strategic Directive 14: Resource Planning

Description/behaviors: Leads the organization in implementing the Board’s Strategic Directives aligned with operational effectiveness; engages key stakeholders in discussions that promote the workplan; regularly monitors progress; provides thorough and regular reporting to the Board.

- Well-done

There is much to report around emergency response, planning and management. While the end of the COVID pandemic emergency response presented an opportunity to suspend protocols and transition to new work protocols, a fair amount of follow up work remains. By year end, a contract to conduct a city-wide after-action review will be in place. This review will identify lessons learned and opportunities to strengthening our organization-wide long duration emergency response.

Simultaneous to the pandemic emergency response termination, the TPU Continuity of Operations Plan (COOP) was finalized and distributed to staff. A series of training opportunities will be pursued in the coming years, building off lessons learned from the pandemic response.

TPU participated in the Cascadia Rising earthquake drill exercise in 2022 with an organization-wide drill focused on our communication systems. System improvements since the last exercise were noted as were areas of focus to continue to strengthen our resilience. The board received a briefing on our drill on June 29.

The COOP includes an all-hazards annex to inform emergency response to a variety of situations. This year additional attention was given to wildfire risks.

Tacoma Power is adding a section on response during threat of wildfires to all four of the Hydroelectric Project’s Emergency Action Plans (EAP) during the 2022 EAP update. Power is also working with local fire entities to explain the process we have in place to address how we respond during wildfire risk and high heat events. Working with fire entities located within our service territories, areas where facilities are located (seven counties), and adjacent electrical utilities, we are providing training to fire entities on how to respond to downed lines and other electricity related issues. We have coordinated with South Sound 911 (SS911) to ensure they have current and up-to-date contact information for Tacoma Power and electrical utilities adjacent to our service territory and to provide GIS information on our service territory as well as

adjacent electrical utilities so SS911 knows who to call, saving response time. This work will continue into 2023.

Tacoma Water's Green River Operations Center Emergency Management Plan includes a 2016 Fire Protection Plan that is being reviewed for potential updates. In addition, Tacoma Water has reviewed, updated, or developed Standard Operating Procedures and Standard Operating Guidelines related to the Water Emergency Operations Plan.

Emergency management launched the employee preparedness site on Unet - [Preparedness Toolkit for Employees \(Unet\)](#). The website contains a variety of information including access to the COOP, Monthly Preparedness Message and links, Reconstitution link, Employee and Family Preparedness information, and Lunch and Learn recordings.

Monthly preparedness messages are now being released with a new topic posted each month containing useful preparedness steps and resources. Each topic is closely related to the time of year or hot topic such as May – Volcano hazard, June – Wildfire hazard, July – Dam failure hazard, August – Extreme heat hazard, September – Earthquake hazard.

Quarterly Lunch & Learns are hosted by Emergency Management and Subject Matter Experts (i.e., from WA Emergency Management Division) for all employees. Employee preparedness kits are now being distributed to each cubical and/or work location (warehouse/vehicle).

Significant engagement related to environmental leadership and decarbonization opportunities continued in 2022. In anticipation of the Department of Energy solicitation related to hydrogen hubs, discussions were pursued around “make, store, move and use concepts” in our service territories to enable Tacoma to be represented in a hydrogen hub application. This on the heels of TPU/Tacoma Power establishing the first in country pilot rate for electrolytic fuel. This hydrogen hub effort is being led by the Department of Commerce under the Governor's direction that there be one hydrogen hub application for the State of Washington. The Director became a member of the association board this year and other staff are participating with project sponsors as well as in advisory meetings.

TPU continues to be active in its Climate Action Plan goals. In April, a presentation was given to the City Council Infrastructure, Planning and Sustainability Committee, and the Board, providing an update on the plan and TPU's progress on its goals.

Tacoma Rail adopted its first Strategic Plan and is now working on the implementation plan.

Tacoma Power went live in the Western Energy Imbalance Market on March 2. Tacoma Power also completed their Integrated Resource Plan this year.

Tacoma Water is preparing for its next resource plan refresh which will commence in 2023.

As briefed to the board at its August 24 meeting, work in collaboration with Rainier Connect to identify potential locations for free WIFI spots has commenced per the Indefeasible Right of Use agreement.

- Opportunities

Strategic efforts specific to innovation goals set were not met. Between staff turnover and supply chain issues, many of the planned improvements were delayed or placed on hold. Work related to pursuing and driving innovation may occur in sync with pursuit of federal dollars, particularly for utility modernization; we are actively looking for relevant opportunities.

(Check one)

Exceptional performance

Exceeds expectations

Achieves expectations

Requires development

Unsatisfactory

Section 7: Leadership 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	Rating
Business insight	Applying knowledge of business and the marketplace to advance the organization's goals	Role Model
Cultivates innovation	Creating new and better ways for the organization to be successful	Fully Competent
Strategic mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies	Fully Competent
Collaborates	Building partnerships and working collaboratively with others to meet shared objectives	Role Model
Manages conflict	Handling conflict situations effectively, with a minimum of noise	Role Model
Interpersonal savvy	Relating openly and comfortably with diverse groups of people	Role Model
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences	Role Model
Drives vision and purpose	Painting a compelling picture of the vision and strategy that motivates others to action	Fully Competent
Courage	Stepping up to address difficult issues, saying what needs to be said	Role Model
Instills trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity	Role Model

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(Leadership Competencies)

(Check one)

- Exceptional performance
 Exceeds expectations
 Achieves expectations
 Requires development
 Unsatisfactory

Section 8: Overall Comments and Rating

The Board recognizes Director Flowers' tireless efforts to educate board members through appropriate presentations, timely responses to questions from the Director and the staff, and openness to board member requests as we learn better on how to be of service to TPU and the community in setting direction and reflecting the communities' values and desires.

New Board Members particularly wish to express gratitude for the effective on boarding, getting us up to speed as quickly as possible in the time available. Making sure that we have the opportunity to connect with staff through field trips to TPU facilities for Power, Water and Rail and see the work in progress makes us better advocates.

Director Flowers is exceptionally astute at recognizing the needs of staff, the City, and the Community and how to manage the inter play between those needs. She is proactive, open to questions and suggestions, and leads through vision and positive outlook.

Strengthen Total Employee Experience:

- *Actively sponsor continued Anti-Racist Transformation and Racial Equity Action Plan.
- *Identify one or two key priority area(s) of focus from employee survey to address in 2023.

Elevate Customer Experience:

- *Support development and implementation of customer experience strategy and roadmap.
- *Promote BCAP Plus participation to 10,000 accounts.

Enhance Operational Excellence:

- *Support Board Work Plan development and implementation including refresh of Strategic Directives.
- *Collaboratively, with general government shared service providers, reinstitute Service Level Agreements for Human Resources and Finance, including joint, active measurement of Key Performance Indicators.
- *Support completion of TPU 10 Year Management Review.
- *Sponsor TPU-wide prioritization of projects or strategies targeting federal or state grant dollars.