

March 11, 2026

MOTION

I hereby move that the following motion be approved:

26-01. That in accordance with Article IV, Section 4.18 of the Tacoma City Charter, the Board has completed and approved an annual performance review of Jackie Flowers, the Director of Utilities, in the final form as on file with the Clerk of the Board; and the Board further approves an increase in compensation to Step 6, which is an increase of \$24,003.20 to \$498,243.20 annually, effective on the next pay period, an award of 4 incentive days pursuant to TMC 1.12.345.C, and an award of 16 administrative leave days pursuant to TMC 1.12.250(C)(2), with the awarded days to be used within 12 months of the date of passage.



TPU DIRECTOR OF UTILITIES SELF- EVALUATION

JANUARY 2026

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. This is the self-evaluation for the Director of Utilities.

Board Chair O'Loughlin
and Board Members
Bridges, Claus-McGahan,
Gallagher, Hampton

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TPU Mission, Vision, Values

TPU Mission

Tacoma Public Utilities delivers clean, reliable services essential to quality of life.

TPU Vision

Tacoma Public Utilities will be a trusted community partner, where employees are proud to deliver equitable, affordable utility services.

TPU Values

- **Safety:** *We protect everyone's physical and psychological safety.*
- **Belonging:** *We create a place where diversity is appreciated and valued.*
- **Customer Focus:** *We advocate for equitable and affordable service delivery.*
- **Integrity:** *We hold ourselves accountable to the things we do and say.*
- **Respect:** *We treat everyone with courtesy and professionalism.*

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.

2025 Public Utility Board Guiding Principles

GP1: Diversity, Equity, Inclusion & Belonging

TPU is dedicated and committed to comprehensive and sustained transformation of systems, policies, practices, and contracts impacted by systemic racism. TPU, using Racial Equity Action Plans, will put the theory of change into action to achieve a collective vision of racial equity.

GP2: Financial Sustainability

TPU is committed to providing safe, affordable, and reliable power, water, and rail services over the long term by maintaining sustainable budget, financial, and asset management practices.

GP3: Rates

TPU rates for power, water, and rail 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 utility services with rates that are as low as they can responsibly be. TPU strives to ensure rates will be adequate, fair and just.

GP4: 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.

GP5: Environmental Sustainability

TPU seeks to be a leader in the preservation, protection, and restoration of our region's environment while maintaining the delivery of reliable and affordable services. We remain committed to environmental stewardship practices, further decarbonization and electrification efforts, and other initiatives to meet these objectives.

GP6: Innovation

Tacoma Public Utilities 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.

GP7: Reliability and Resiliency

TPU 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.

GP8: *suspended*

GP9: Economic Development

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.

GP10: 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.

GP11: *combined with GP5*

GP12: 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.

GP13: 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.

GP14: Resource Planning

TPU's 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 & Ratings

Performance Management Process

Performance Year: January 2025 through December 2025



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.

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. The Director ensures Board packet materials are available by mid-day the Friday before the board meeting, with few exceptions. At the direction of the Director, leadership has reinforced reviewing Board Action Memos ahead of submittal. This effort is ongoing. The Director's office tracks responses to board member questions and follow-up materials to ensure timely action on inquiries. The Director's office also coordinates Board attendance to various trade association conferences and community events.

In 2025, Tacoma Public Utilities developed a Strategic Plan Roadmap to guide the organization's direction through 2026 and beyond. The Director led the team, developing a timeline and key milestones with the strategic planning horizon extended to 2040 accounting for major long-term projects or initiatives. The strategy work process was refined to incorporate board feedback throughout the process as follow up to the 2024 Board workshop. In the spring, TPU conducted a joint strategic planning exercise with the Board and executive leadership, including a SWOT analysis to help shape future initiatives. Over the summer, the team shared key focus areas with the PUB, with efforts split between the board refining its Guiding Principles and staff developing specific initiatives for 2026. By the end of the year, both groups had completed their respective work, setting the stage for more detailed planning and implementation in early 2026.

In follow up to the 2024 Board Workshop, the Director initiated work to update the Guiding Principles, reducing from 13 to 3 guiding principles. The objective was to further streamline existing principles and articulate priorities, better reflecting the board's priority areas and inform TPU's overall strategy for the expanded viewshed. Board liaisons were assigned to each guiding principle, subject matter experts supported the update process, and the Director's office tracked progress. Final Guiding Principles were shared with the board in December, with adoption anticipated in January 2026.

In 2025, the interim Water Superintendent retired as planned, triggering a search for the next Superintendent. The Director established a comprehensive recruitment strategy for the Water Superintendent involving regional industry experts, water employees and board members. The City Charter requires confirmation of the Public Utility Board for the Water Superintendent. Board members were offered opportunity to meet all final candidates with the Board Chair participating in the executive leadership team interview panel. Public Utility Board confirmation of the Water Superintendent occurred on May 28.

The Director delivered Public Utility Board and City Charter Lunch & Learns to provide insight to employees about our structure, how to prepare materials for the Board meeting, and what to know if you are presenting to the Board. These opportunities were in follow up to employee feedback in the 2024 Employee Satisfaction Survey as well as opportunity for new employees to learn about our governance.

- Opportunities

In 2026, the focus will be on final adoption of the updated guiding principles. These will be operationalized with changes to internal processes including Board Action Memo (BAM) and Director evaluation updates. The Director's office will coordinate feedback from the Board and leadership to enhance BAM content. The guiding principles and strategy areas will also be cross walked with the City's 2035 strategy to inform Council Action Memo translation. The strategy team will launch the new strategy in January, including internal and external communication pieces.

The strategy team will continue to work on elements of the "future plan" for the longer viewshed.

Board Rating
(Check one)

- Exceptional performance Exceeds expectations Achieves expectations Requires development Unsatisfactory

Section 2: General Government/City Council Relationships

Aligns with Guiding Principle 10: Government Relations and Strategic Plan Objective Operational Excellence

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

The Director met quarterly with the Mayor, City Manager or Interim City Manager, and Board Chair to discuss areas of common interest or concern as Mayor's schedule allowed. The Director met quarterly with the Council Committee Chairs and the Board Chair to share items of interest and respond to questions. These meetings often led to Council Committee invitations to present on key topics. The Director continues to hold weekly calls with the City Manager/Interim City Manager to coordinate on key issues. The Director coordinates with the City Manager/Interim City Manager to arrange quarterly joint study sessions of the City Council and the Public Utility Board with topics generally focused on updates of common interest initiatives. The Director and Board Chair held one meeting with Mayor-Elect Ibsen in December to discuss his priorities.

Toward the end of the year, Interim City Manager executed a collaborative process with respect to hiring the new Human Resources Director, with TPU involvement in competency priorities, job announcement development, candidate screening and multiple interview panels. The Director was involved with and provided feedback on final interviews and in the decision-making process.

In the meantime, the Director established initiative teams to identify key pain points in Human Resource processes with priority focus on our desire for role clarity and dashboard development that was originally identified in 2024. Areas of interest include hiring process, onboarding, employee relations and class and comp processes. Human Resources (HR) focused on implementing Recruitment Strategy Meetings between TPU hiring managers and HR Analysts for comprehensive recruitment planning and metrics around hiring. Key performance indicators (KPI) related to the hiring practice, such as time to fill, time to process position description form, number of recruitments, number of new or reclassified positions and percent of recruitment strategy meetings completed, have been identified to measure performance related to the hiring process. The results would be used to complete root cause analysis and process improvement when necessary. The initial dashboard was released by end of the first quarter with plans to continue refining. Eventually, KPIs will be incorporated into a dashboard once the recruitment data is able to be extracted from the hiring system. Until data is available from Human Resources, key metrics remain unavailable to measure success.

In areas where TPU divisions are shared service providers for other city departments (Public Records Office and Customer Service), the Director continues to work with leadership to enhance accountability and performance measurement. Customer Experience and External Affairs has updated KPIs used to track performance of the call center and lobby as part of the Customer Experience initiative. By year end, excellent progress was made in meeting refreshed KPIs including the newly tracked first call resolution. Discussions around a Business Partnership Agreement with Environmental Services to clarify roles and responsibilities and solidify our commitment to service was paused with turnover in the leadership role.

The Environmental Services Director is included in the monthly Customer Experience Board meetings, along with Power and Water, to hear updates on key customer focused initiatives and provide input to the process. Environmental Services was offered opportunity to provide input on KPI refresh. Discussions have commenced around enhancing customer experience across all five services and pursuing efficiencies. The Director initiated discussion regarding efficiency opportunities with the Environmental Services Director and Interim City Manager, further conversation is anticipated.

In 2025, through the strategic planning effort, the Director assembled a team to work both internally and with HR to improve clarity and consistency in its classification and compensation (class and comp) processes. A team was formed early in the year to lead this effort based on a developed implementation plan. At the same time, the City's Human Resources Department launched its own improvement project focused on class and comp. While the HR team selected their focus independently, TPU's initiative team has been working to align with and contribute to

that effort. Internally, TPU is also reviewing its own processes to identify improvements that can be made directly. Progress has been slower than expected due to leadership changes in Human Resources, and the initiative is expected to continue into 2026.

The Director set the expectation around TPU representation and support of City ITD as they led successful implementation of Phase 1 S4/HANA migration and Service Cloud through a coordinated focus on Organizational Change Management (OCM), business process documentation, and system readiness. This included internal TPU collaboration for more effective support and participation in the project. An OCM Lead was hired in February and quickly engaged with stakeholders across TPU and the City, conducting 37 meetings to gather expectations, surface concerns, and assess change readiness. This foundational work informed a comprehensive change management plan tailored to TPU's needs, including training, documentation, and communication strategies to support a smooth transition.

In parallel, TPU divisions undertook a major effort to document business processes tied to SAP applications. With support from the OCM Lead and the SAP Business System's Analyst, staff developed over 2,800 detailed test scripts capturing transaction-level procedures. These scripts were critical to the User Acceptance Testing (UAT) phase, where nearly all functionalities were successfully tested, with fewer than 5% requiring defect resolution. This work directly supported the City's SAP migration timeline with successful go-live of November 24, 2025, as set by General Government ITD.

Together, these efforts reflect strong cross-divisional coordination and a shared commitment to resiliency in delivering critical services. By aligning change management, testing, and documentation across TPU, the organization is well-positioned to navigate this major system transition, as we move into hyper care, while maintaining operational continuity and service reliability.

The Director has worked collaboratively with the City Attorney and Deputy City Attorney in attorney assignment changes and organization structure changes. Changes in process related to litigation will lead to less contracting with in-house staff taking more of a lead. It will also allow us to build depth in the structure for organizational succession planning as we look to long-term initiatives that will require active legal involvement for the expanded strategic viewshed.

- Opportunities

The Director will support onboarding of new Mayor and City Council members with particular attention given to areas associated with the upcoming budget and rates process.

The Director will support onboarding of the new City Manager and Human Resources Director to familiarize them with TPU operations and industries. She will continue to pursue business partnership clarity around roles and responsibilities, develop KPIs, and pursue process improvement. The Director will coordinate with the City Manager and shared services

departments in setting budget priorities and requests. The TPU budget will be submitted to the City by defined deadline.

As new leadership in the City is established, the Director will continue to pursue conversations regarding cost savings across the five utility services, enhance performance of agent and technology customer experience, and discuss business partnership to enhance responsiveness to Environmental Services as relates to customers.

As SAP Now! Phases advance, the Director will continue to support cross organizational preparation and responsiveness to City IT in next phases: hyper care of Service Cloud, FERC/NARUC module implementation and chart of account implementation. Additionally, participation and support will be given to City IT effort for asset management technology roadmap.

The Director will launch process improvement on new services processing for Tacoma Power in support of the City of Tacoma middle housing pilot.

Board Rating
(Check one)

- Exceptional performance Exceeds expectations Achieves expectations Requires development Unsatisfactory

Section 3: External Relations

Aligns with Guiding Principle 4: Stakeholder Engagement, and Guiding Principle 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.

The Director continues to be an active champion for enhancing customer experience. The Customer Experience initiative launched in 2024 saw many successes in 2025. The Director cascaded the organization-wide Customer Experience North Star training with a goal of at least 80% of full-time and part-time employees completing the training. This training is designed to align staff with TPU’s customer service values and expectations and reinforce that every employee’s work impacts the customer and is foundational to meeting our mission. The training was widely accessible through the City’s online learning platform, Docebo, and the Customer Experience and Engagement team also provided customized, in-person sessions for larger

workgroups with special efforts to reach field employees. The initiative was officially completed in Q4, marking a major milestone in strengthening TPU's customer-focused culture.

The Customer Experience initiative also focused on process improvement with an initiative to improve the customer experience by identifying and prioritizing updates to policies, processes, procedures, and technologies. A cross-functional team was formed early in the year to lead this effort. In the spring, the team developed a plan to gather input from employees across the organization, including launching an online portal where staff could submit suggestions. These ideas were reviewed to identify quick wins—such as simple technology or process changes—that could be addressed right away, while more complex improvements were prioritized for future action. By the end of the year, the team had completed an inventory of potential improvements and began prioritizing them for corrective action in 2026.

With respect to community engagement, TPU employees engaged in thousands of conversations at more than 100 community events and youth programs throughout the year. The newly developed community engagement dashboard captures participation numbers, location (via zip codes), partnerships and agencies, and community impact. Topics included budget/rates, bill assistance, electric vehicle charging, solar generation, home heating options, electric and water conservation.

Customers continue to hold broadly positive perceptions of TPU, with the majority of measures stable or slightly improved compared to prior years. Overall Satisfaction and Favorability remain strong, higher than 2023 levels, and position TPU among the top-performing utilities nationwide. In fact, TPU ranked in the first quartile in national utility benchmarking for 18 of the 19 measures tested in the survey. While TPU enjoys a solid reputation and strong customer support, affordability will remain an influential issue as economic pressures persist.

Additionally, the call center conducts pulse surveys from customer interactions. Customer satisfaction in pulse surveys has shown strong improvement in 2025, rising from 4.15 in 2024 to 4.88 in 2025. Survey participation has more than doubled (from 13,800 in 2024 to 28,237 in 2025), and first-contact resolution increased significantly from 77.1% to 90.49%, reflecting meaningful gains in service effectiveness and customer experience.

TPU was active at the federal, state and local levels with particular focus on climate or emissions related policies, customer assistance and protections, and grant funding. This is particularly noteworthy this year given the sea of change in federal policies and programs requiring extensive focus impacts to our industries, our communities and our customers. The Director was personally engaged as Board Chair of the Large Public Power Council and as co-chair of the American Public Power Association CEO Climate Change Committee.

The Director was active and engaged with external organizations to further drive community connection. This included active participation in the TPU Community Connection service opportunities and attendance at multiple community events during the year. The Director serves on the Tacoma-Pierce County Economic Development Board enhancing opportunities to engage

with the business community. These venues provided opportunity for engagement with large and small businesses, BIPOC businesses, and community leaders from our broader service territory footprint.

The Director’s role on the United Way of Pierce County Board of Directors 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 and provided important connections for the bill assistance enrollment goal.

- Opportunities

Evaluation of lessons learned from the effort to expand bill assistance participation will inform future programmatic enhancements. The Board supports the Director in making this a priority in the next biennium. Success will be driven by our ability to ease enrollment requirements for qualifying customers including aligning with other programs within our community. The team will identify additional partners for potential auto enrollment to further reduce barriers.

The Customer Experience team completed inventory of policies, processes and practices for supporting customers. They will identify three processes for process improvement in 2026.

Board Rating
(Check one)

- Exceptional performance Exceeds expectations Achieves expectations Requires development Unsatisfactory

Section 4: Fiscal Management

Aligns with Guiding Principle 2: Financial Sustainability, and Guiding Principle 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.

Based on PUB feedback during the 2025-26 biennial budget process, the Director launched a comprehensive review of the budget and rates process to improve clarity, transparency, and alignment with policy maker expectations. This opportunity was identified in the 2024 evaluation. The effort began with the formation of a review team made up of budget and rates subject matter experts throughout the organization. Input was solicited from the PUB and executive leadership to gather feedback. The review team documented the current process and developed a proposed future-state model, focused on improvements in areas such as reserves, capital planning, asset management, and expense reporting. These recommendations were presented

to leadership and the PUB over the summer. By fall, the team had outlined a new approach for the December Board Budget & Rates Workshop and the 2026 PUB Study Sessions. The enhanced process was finalized in Q4, with a new budget calendar established to guide the 2027–2028 biennial planning cycle.

In 2025, Tacoma Public Utilities began laying the groundwork for a more focused cost containment initiative in advance of the 2027-28 biennial budget process. Utility Technology Services (UTS) was quick to proactively work to identify and pursue cost-saving opportunities. Notable early wins included contract negotiations that saved approximately \$3 million. By mid-year, the Executive Leadership Team (ELT) had formally identified cost containment as a key focus for 2026 strategic initiative. In Q4, the executive team, with input from senior leadership, established cost containment as a 2026 business unit goal. The focus will be on controlling costs in areas such as full-time employee requests and professional services. To support this, teams will conduct a “stop/start/continue” exercise to prioritize work and identify opportunities to reduce spending, helping to “bend the curve” of the current rate trajectory.

- Opportunities

The Board sees cost containment efforts as a high priority and expects these efforts to continue under the Director’s leadership. The biennial budget presentations should include early findings or opportunities with the work continuing into the next biennium.

In addition to supporting City IT in the asset management technology roadmap, the Director will commission a team of experts within TPU to develop an asset management framework including maturity model that can be used organization wide with respect to managing assets.

Board Rating

(Check one)

Exceptional performance

Exceeds expectations

Achieves expectations

Requires development

Unsatisfactory

Section 5: Organization Development

Aligns with Guiding Principle 1: Diversity, Equity, Inclusion and Belonging, and Guiding Principle 12: Employee Relations

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

Since joining TPU, the Director committed to annual employee training to enhance culture with specific focus on discrimination and harassment. For 2025, the Director with input from the Executive and Equity Committees and senior leaders prioritized employee development to

reinforce core values of Belonging and Safety. The trainings, Micro-Intervention and Bystander Intervention, were designed not only to build skills but also to foster a more inclusive and psychologically safe workplace. Topics such as respectful workplace behavior, inclusive leadership, and effective communication were central to this effort, helping employees feel seen, heard, and valued. By equipping staff with tools to navigate differences, speak up safely, and support one another, the Director continues to cultivate a culture where everyone can thrive. These learning opportunities are essential to creating an environment where employees feel a strong sense of connection and trust—key components of both physical and psychological safety. As we continue to embed these values into our daily work, these trainings serve as a foundation for stronger teams and a more resilient organization.

With input from the Equity Committee, the Director advanced efforts to clarify internal processes for addressing microaggressions and bullying in the workplace, reinforcing our commitment to a respectful, inclusive, and psychologically safe environment. Early in the year, a draft process was developed to guide supervisors in checking in with employees and setting clear expectations for behavior. This draft was shared with Legal and Human Resources (HR) for review and alignment. As the year progressed, the initiative team collaborated closely with HR to co-develop a grievance and performance escalation process, which was presented to the Executive Leadership Team in June. HR also began developing a training program for leaders to support the rollout of this process, with TPU's initiative team set to pilot the training. In Q3, the finalized performance management process flowchart was introduced at TPU Connects, and HR piloted the process within their team and TPU's initiative team. The final roll out anticipated in 2026. These efforts lay the foundation for a consistent, supportive approach to addressing undesirable behaviors, equipping leaders with the tools and training needed to foster a culture of belonging and psychological safety across the organization.

In 2025, Tacoma Public Utilities strengthened its equity governance structure by updating the charters and aligning the priorities of the TPU Equity Advisory Committee (EAC) and its divisional subcommittees. Early in the year, the EAC began reviewing its governance framework and initiated updates to its charter, while also developing a workplan to guide its efforts. Collaboration across divisions was launched to ensure alignment between subcommittees and the central Equity Advisory Committee, with a focus on shared priorities and consistent structure. Informed by recent Employee Satisfaction Survey (ESAT) data, the committee also began exploring ways to expand representation, particularly to ensure all racial and ethnic groups within TPU are reflected. By mid-year, the EAC had completed its charter updates and began refining its goals to better align with broader belonging and culture initiatives. In the second half of the year, efforts focused on consolidating various divisional charters into a unified governance model. This work culminated in Q4 with the completion of an aligned governance structure across the TPU Equity Committee and its subcommittees, creating a more cohesive and representative foundation for advancing equity and inclusion across the organization.

In 2025, the Director supported advancing the development of a five-year roadmap for its Safety Management System, in response to the 2023 Management Review process. Building on the framework introduced in 2024, senior leaders identified and prioritized key focus areas to guide

implementation. Throughout the year, the Safety team worked to translate those priorities into a detailed roadmap, aligning efforts with organizational goals and safety best practices. A comprehensive safety update was presented to the Public Utility Board during a March 12 study session, reinforcing transparency and leadership engagement. With the roadmap now in place, the Safety team has begun implementing the identified priorities, laying the foundation for a safer, more resilient utility over the next five years. Recent vacancies in the City's enterprise safety team have stalled implementation.

The Director actively supported launching the Soft Tissue Injury Reduction Program in response to data showing that soft tissue injuries are the most common workplace injury across the City of Tacoma. This initiative reflects the Director's strong commitment to employee safety. The program began with a contractor-led assessment, engaging various workgroups to identify job-specific risks and recommend mitigation strategies. Deployment moved ahead of schedule, with Power, Water, and CXEA completing training sessions and site visits. Rail is working to implement a modified approach tailored to its 24/7 operations. By year-end, the program was fully launched, with ongoing training and reference materials distributed across the organization. This proactive approach supports TPU's safety culture by helping employees prevent injuries before they occur, especially in physically demanding roles.

The Director initiated deeper follow up to the 2024 Employee Satisfaction Survey (ESAT) advanced its commitment to employee engagement by ensuring that every supervisor and manager with ESAT report followed up with their teams. The goal was to foster open dialogue, identify meaningful areas for improvement, and implement action plans that support a more responsive and inclusive workplace. After the ESAT results were released, supervisors received training and clear expectations for engaging their teams in conversations about the findings. A particular focus was placed on the survey item, "where I work, decisions get made without undue delay," prompting deeper discussions to understand employee perspectives. Feedback from these conversations was shared with executive leadership, and with support from the LEAD On! Committee, tools are being developed to clarify decision-making roles and authority across the organization. These tools will begin rolling out in Q4 and continue into 2026, reinforcing TPU's values of transparency, empowerment, and continuous improvement.

In 2025, Tacoma Public Utilities launched a new succession planning program to support long-term employee development and leadership continuity. The goal was to create a clear and structured approach to preparing employees for future leadership roles. Early in the year, a dedicated team was formed to lead the effort, and expectations for the program were clearly defined. Throughout the spring and summer, the team developed the program framework, updated key documents, and created the necessary forms and tools. By the end of the year, the succession planning program was officially launched, marking an important step in strengthening TPU's internal talent pipeline and supporting employee growth.

- Opportunities

Given the large multiyear projects and efforts facing the organization, the Director is encouraged to consider succession planning and strengthen employee development opportunities with the goal of preparing future leaders for opportunities. The Director should continue to pursue opportunities to operationalize belonging and psychological safety.

Board Rating
(Check one)

- Exceptional performance Exceeds expectations Achieves expectations Requires development Unsatisfactory

Section 6: Operational Effectiveness

Aligns with Guiding Principle 5: Environmental Sustainability; Guiding Principle 6: Innovation; Guiding Principle 7: Reliability and Resiliency; Guiding Principle 9: Economic Development; Guiding Principle 14: Resource Planning

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

In 2025, the Director continued to personally champion efforts to enhance organizational resiliency by clarifying roles and responsibilities across federated emergency management teams and strengthening emergency preparedness at the leadership level. A major focus was the development and implementation of RACI (Responsible, Accountable, Consulted, Informed) frameworks for Emergency Management and Operational Technology teams. The Emergency Management RACI was developed and approved early in the year, followed by a series of workshops to define how TPU’s central and divisional emergency teams’ interface and share responsibilities. This work culminated in a finalized framework presented to the Executive Leadership Team and Management Forum in November, providing a clear structure to guide collaborative emergency response efforts. In parallel, Operational Technology teams completed RACI work in the data management discipline and began defining roles between Water Technology and Utility Technology Services, with ongoing refinement planned as broader coordination continues.

Additionally, all executive and senior leaders completed the ICS 402: NIMS Overview for Senior Officials course in March. This training ensures that TPU’s leadership is aligned with national emergency response standards and equipped to lead effectively during critical incidents. Together, these efforts reflect a strong commitment to cross-organizational alignment, which is essential to maintaining the reliability and resilience of TPU’s critical services. By clearly defining responsibilities and building shared understanding across teams and leadership, TPU is better prepared to respond to emergencies and sustain operations under pressure.

In December, a series of storms led to multiple utilities activating their ICS structures in support. The series of storms provides an opportunity to review enterprise-wide response and response activities across multiple jurisdictions rather than within the City of Tacoma. TPU teams responded and coordinated with five Counties who declared a State of Emergency. The teams will review our cross organizational response into 2026 to identify opportunities to further strengthen our discipline.

Following the successful completion of the Advanced Meter Project after pandemic supply chain delays, the team worked to update the roadmap for innovative utility modernization building off this foundational enhancement. Staff presented an overview of the modernization efforts including grid modernization (advanced distribution management system), hydropower modernization, locomotive modernization and smart water. The team also did a project debrief on the Advanced Meter Project, as has been requested by board members for technology projects, including final budget, opt out, and commitments made to customers. The team is working to include lessons learned from this project to other modernization projects.

There were many efforts related to assessing resource adequacy and securing key resources this past year. Tacoma Water received approval from policy makers on the Cascade Water Alliance agreement. The analysis for serving Cascade Water Alliance included in depth evaluation of resource adequacy under multiple variables. Tacoma Water also continued support of the Army Corps of Engineers on the Additional Water Supply Project at Howard Hansen Dam. Following funding cuts from the federal government, staff has continued to work with Congressional Offices and the Corps to identify options to continue the project. Tacoma Water continues to support Forecast Informed Reservoir Operations research to maximize storage opportunities at Howard Hansen Dam in collaboration with the Corps. Tacoma Power selected the product of choice for the new long term Bonneville Power Administration contracts. The contract was executed in the fourth quarter, securing a significant portion of our power supply for the next 20 years. The team has begun mapping the strategy for relicensing at three of our four licensed hydropower projects, current licenses expire in 2037. Tacoma Rail secured an updated lease agreement with Northwest Seaport Alliance to provide stable and predictable market-based revenue without connection to volumetric incentives.

Staff remains actively engaged in the City of Tacoma Climate Action Plan, with many successes realized in 2025. Additional installation of public electric vehicle charging in downtown Tacoma and shore power deployment at Husky terminal in the Port of Tacoma, expanded fleet conversion and on-campus electric vehicle charging, Golden Lawn campaign to promote reduced irrigation water use, continued participation in City's tree coupon program, supported development of resilience hubs with Evergreen Options solar installations are examples of successes. Tacoma Rail had secured funding for three battery electric locomotives, however, circumstance of change in federal policy support negatively impacted the project both in terms of reduced dollars available for battery (and hybrid) electric as well as limited interest from vendors in the bid process. Staff will test opportunities in 2026 while pursuing repower of seven locomotives resulting in an estimated 95% reduction in emissions.

The Director has assigned coursework related to climate equity to all TPU employees with a completion date of December 31, 2026.

- Opportunities

The Director should initiate efforts to strengthen the maturity of organizational understanding and use of artificial intelligence.

Board Progress Rating

(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	Fully Competent
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	Fully Competent
Interpersonal savvy	Relating openly and comfortably with diverse groups of people	Fully Competent
Communicates effectively	Developing and delivering multi-mode communications that convey a clear	Fully Competent

	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	Role Model
Courage	Stepping up to address difficult issues, saying what needs to be said	Fully Competent
Instills trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity	Role Model

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Board Rating (Leadership Competencies)

(Check one)

- Exceptional performance
 Exceeds expectations
 Achieves expectations
 Requires development
 Unsatisfactory

Section 8: Overall Comments and Rating

Board Comments

- The Director’s performance “Exceeded Expectations” in its own right. However, in the context of a personal tragedy she experienced this year, her performance was nothing short of heroic.
- The Director entered her role with many needed competencies in her toolbox, but it is remarkable to see her professional growth as the Director over time. She has led an organizational shift to a more open, transparent, and customer focused entity. She does so by being accessible to staff, empowering leadership at all levels, and developing talent in the organization. She also keeps the PUB informed and equipped to make the best possible policy decisions.
- Director Flowers continues to work steadily on changing the culture at TPU to one of inclusion of all voices in decision making. She speaks in terms of teams, partnerships, and collaborations. One result is when tragedy struck for her in her personal life the Utility leadership and employees gathered round to continue the work and give her time to regroup. Typical of the director she didn’t stay on the sidelines for long, but the space was there because everyone already understood the direction of the work and what their roles were to keep moving forward. The collaboration between divisions at multiple levels makes the Utility more cohesive, more efficient, and creates a shared knowledge and resource base. The asset management effort is just one example. It takes constant cultivation that would not be happening without the director’s leadership.

- The Director takes a similar approach to how she expects TPU teams and herself to engage with General Government and the Community that TPU is a part of. TPU teams collaborate with the appropriate partners on areas including resiliency and preparedness, technological advances and adoptions, safety practices and protocols, developing definitions of and measuring success through data collection and KPIs in many areas including Human Resources and Customer Service. Being transparent, responsive and responsible to those who interact with TPU on any level is a defining trait of Director Flowers.
 - 2025 was the year of updating the TPU strategic vision together with the Board effort on developing the 3 Guiding Principles to replace the 14 Strategic Directives. The Director developed the teams, promoted discussions often led by team leads, and made space for input while making sure the work stayed on track and got done. These products will guide TPU to be a good steward of what we have and what we will become because of long term planning. Again, it shows the Director’s intentionality in balancing the now with what may be coming, and making sure there is a strong foundation in place to handle the unexpected when that happens.
 - Tacoma Public Utilities is fortunate to have Director Flowers and will benefit immensely from her continuing leadership.
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- Opportunities
 - The Board encourages Director Flowers to be more assertive with her authority in conflict situations.
 - Board Action Memo review and accountability within the lines of business still leaves room for improvement. Memos still have personnel listed on the “To” and “From” lines who have not reviewed or approved that specific memo.

Board Rating
(Check one)

- Exceptional performance Exceeds expectations Achieves expectations Requires development Unsatisfactory