



TPU DIRECTOR PERFORMANCE REVIEW

JANUARY 2022

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 Flint 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.....	10
Section 3: External Relations	11
Section 4: Fiscal Management.....	12
Section 5: Organization Management	13
Section 6: Operational Effectiveness.....	14
Section 7: Leadership Competencies	15
Section 8: Overall Comments and Rating.....	16

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.

2020/2021 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 2021 through December 2021



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 Comments

- Well-dones
- Opportunities

Board Rating (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.

Board Comments

- Well-dones
- Opportunities

Board Rating

(Check one)

☐ Exceptional
performance

☐ Exceeds
expectations

☐ Achieves
expectations

☐ Requires
development

☐ Unsatisfactory

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.

Board Comments

- Well-dones
- Opportunities

Board Rating (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.

Board Comments

- Well-dones

- Opportunities

Board Rating (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.

Board Comments

- Well-dones
- Opportunities

Board Rating (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.

Board Comments

- Well-dones
- Opportunities

Board Progress Rating (Check one)

☐ Progress exceeds expectations

☐ Progress is ahead of expectations

☐ Progress is on track

☐ Some progress has been made

☐ Not enough progress is being made

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

Copyright © 2014 Korn Ferry Hay Group, Inc. ALL RIGHTS RESERVED. Without the prior written permission of Korn Ferry Hay Group, Inc., no part of this work may be used, reproduced or transmitted in any form or by any means, by or to any party outside of City of Tacoma Washington.

Board Rating (Leadership Competencies)

(Check one)

- ☐ Exceptional performance
 ☐ Exceeds expectations
 ☐ Achieves expectations
 ☐ Requires development
 ☐ Unsatisfactory

Section 8: Overall Comments and Rating

Board Comments

- Well-dones
- Opportunities

Board Rating (Check one)

☐ Exceptional performance ☐ Exceeds expectations ☐ Achieves expectations ☐ Requires development ☐ Unsatisfactory