

Quarter 1, 2025

Performance Metrics Report

Tacoma Public Utilities



Financial Performance - Supports Guiding Principle: 2 (Financial Sustainability)

- 1 Debt Service Coverage
- 2 Liquidity - Days Cash on Hand
- 3 Budget Performance

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Operational Excellence - Supports Guiding Principle: 3 (Rates); 5 (Environmental Sustainability); 7 (Reliability & Resiliency)

- 4 Residential Bill Comparison
- 5a Distribution O&M Cost per Customer
- 5b Power Supply Expense per kWh Sold
- 6a Outage Duration
- 6b Outage Frequency
- 7 Non-Carbon Power Resources
- 8 Power Conservation

- 4 Residential Bill Comparison
- 5 O&M Cost per Account
- 6 Unplanned Service Disruptions
- 7 Distribution System Leakage
- 8 Water Conservation

- 4 Railroad Tariffs Comparison
- 5 Operating Ratio
- 6 Locomotives Serviced
- 7 On-Time Switching
- 8 Storm Water Stewardship

Commitment to Cust & Employees - Supports Guiding Principle: 5 (Environ. Sustainability); 7 (Reliability); 12 (Emp. Relations); 13 (Customer Svc)

- 9 Customer Satisfaction
- 10 Employee Satisfaction
- 11 Employee Safety
- 12 Call Center Responsiveness

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- 10 Employee Satisfaction
- 11 Employee Safety
- 12 Call Center Responsiveness

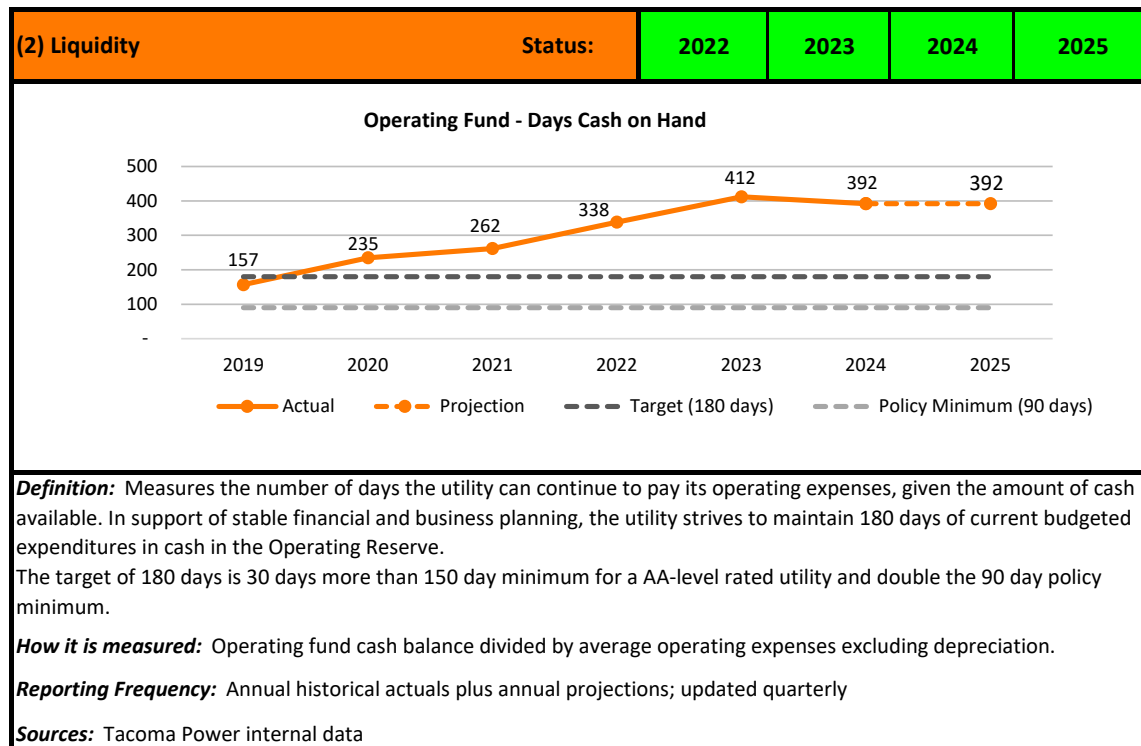
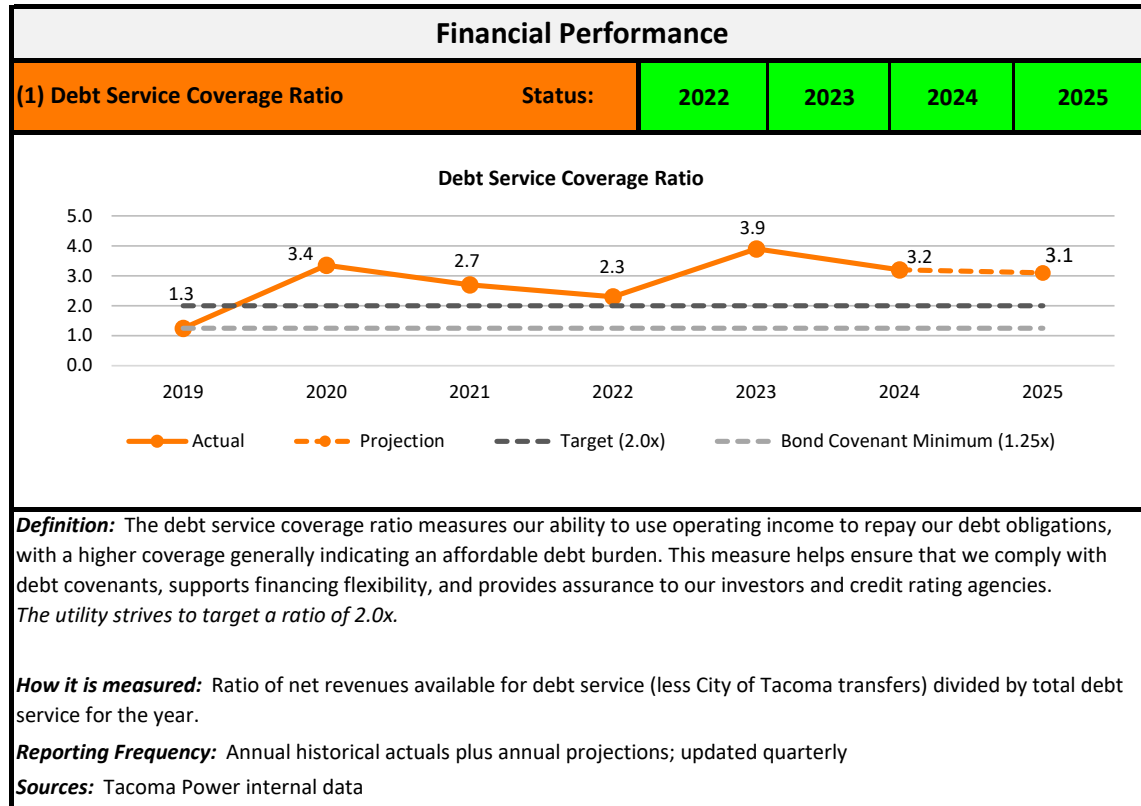
- 9 Customer Satisfaction
- 10 Employee Satisfaction
- 11 Employee Safety

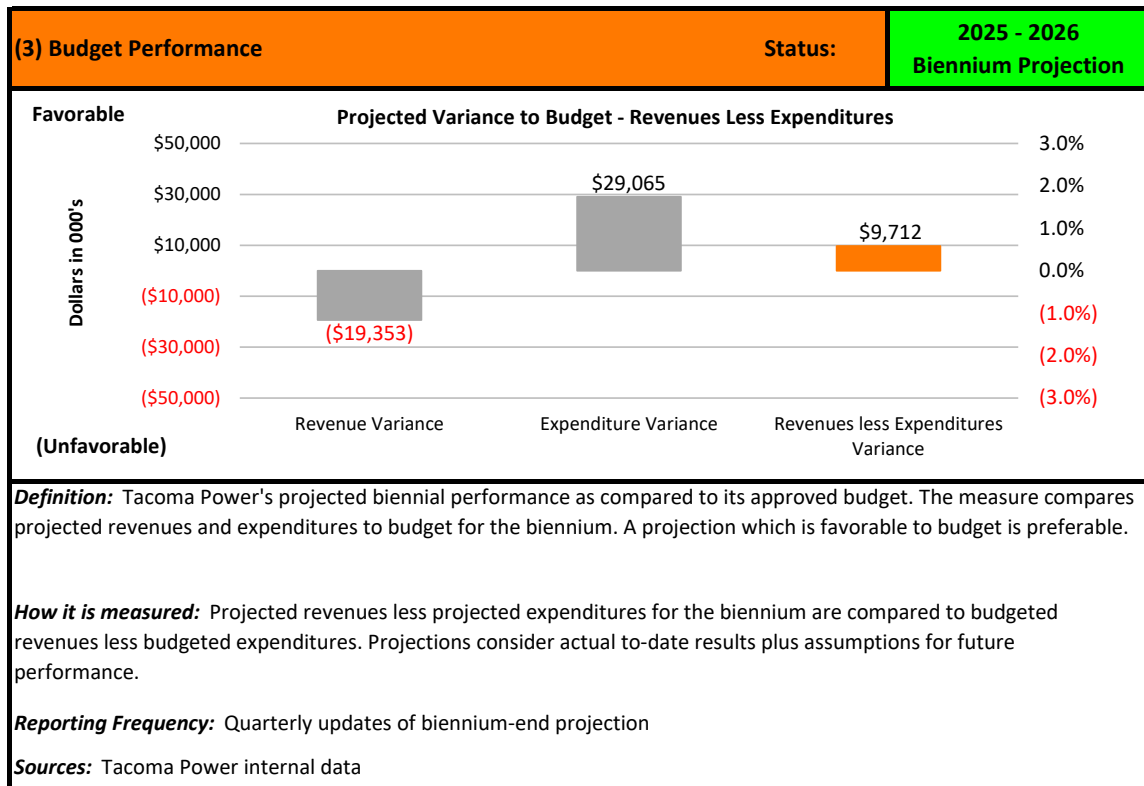
Quarter 1, 2025

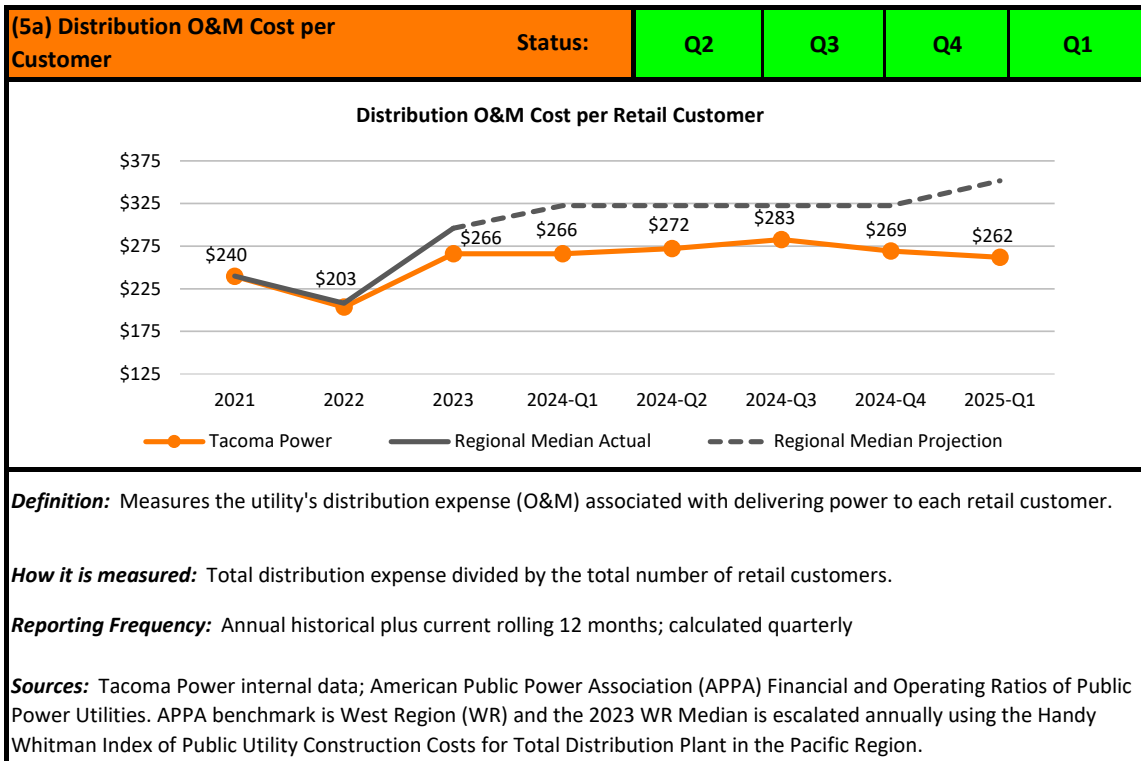
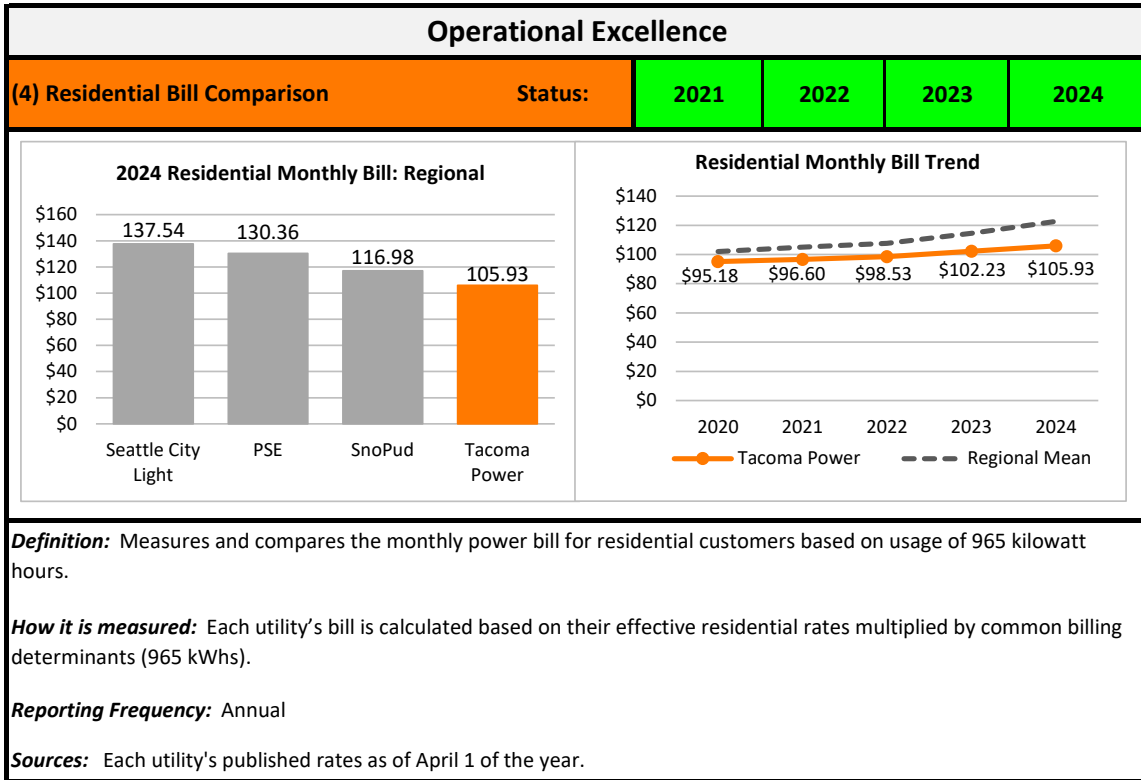
Tacoma Power - Financial Performance			Tacoma Water - Financial Performance			Tacoma Rail - Financial Performance		
1	Debt Service Coverage	<ul style="list-style-type: none"> ● ≥ 2.0x policy minimum ● < policy min but above bond covenant ● ≤ 1.25x bond covenant 	1	Debt Service Coverage	<ul style="list-style-type: none"> ● ≥ 1.5x policy minimum ● < policy min but above bond covenant ● ≤ 1.25x bond covenant 	1	Debt Service Coverage	<ul style="list-style-type: none"> ● ≥ 1.5x policy minimum ● NA ● Below 1.5x policy minimum
2	Days Cash on Hand	<ul style="list-style-type: none"> ● ≥ 160 days (150-250 desired range) ● Between 90 and 160 days ● Below 90 days 	2	Days Cash on Hand	<ul style="list-style-type: none"> ● ≥ 60 days minimum ● Between 36 and 60 days (60% of min) ● Below 36 days 	2	Days Cash on Hand	<ul style="list-style-type: none"> ● ≥ 60 days ● Between 36 and 60 days (60% of min) ● Below 36 days
3	Budget Performance	<ul style="list-style-type: none"> ● Positive variance to budget ● Negative var within 5% of exp budget ● Negative var > 5% of exp budget 	3	Budget Performance	<ul style="list-style-type: none"> ● Positive variance to budget ● Negative var within 5% of exp budget ● Negative var > 5% of exp budget 	3	Budget Performance	<ul style="list-style-type: none"> ● Positive variance to budget ● Negative var within 5% of exp budget ● Negative var > 5% of exp budget
Tacoma Power - Operational Excellence			Tacoma Water - Operational Excellence			Tacoma Rail - Operational Excellence		
4	Residential Bill Comparison	<ul style="list-style-type: none"> ● Below (better than) regional mean ● Up to 10% over regional mean ● ≥ 10% over regional mean 	4	Residential Bill Comparison	<ul style="list-style-type: none"> ● Below (better than) regional mean ● Up to 10% over regional mean ● ≥ 10% over regional mean 	4	Railroad Tariffs Comparison	<ul style="list-style-type: none"> ● Below (better than) NOPB tariffs ● Between NOPB and PTRAs ● Above PTRAs tariffs
5a	Distribution O&M Cost per Customer	<ul style="list-style-type: none"> ● Below (better than) West Region median ● Up to 10% over West Region median ● ≥ 10% over West Region median 	5	O&M Cost per Account	<ul style="list-style-type: none"> ● Below (better than) regional median ● Up to 10% over regional median ● > 10% over regional median 	5	Operating Ratio	<ul style="list-style-type: none"> ● < 95% operating ratio ● Between 95% and 105% ● > 105%
5b	Power Supply Expense per kWh Sold	<ul style="list-style-type: none"> ● Below (better than) West Region median ● Up to 10% over West Region median ● ≥ 10% over West Region median 	6	Unplanned Service Disruptions	<ul style="list-style-type: none"> ● Below industry median (lower is better) ● Within 3rd best quartile ● Within least favorable quartile 	6	Locomotives Serviced	<ul style="list-style-type: none"> ● ≥ Budget ● Less than Budget and ≥ 85% of Budget ● < 85% of Budget
6a	Outage Duration	<ul style="list-style-type: none"> ● ≤ 90% of target (lower is better) ● Between 90% and 100% of target ● Above target 	7	Distribution System Leakage	<ul style="list-style-type: none"> ● ≤ 10% leakage (state regulatory max) ● Between 10% and 15% ● At or above 15% 	7	On-Time Switching	<ul style="list-style-type: none"> ● > 85% fulfillment ● Between 75% and 85% ● Below 75%
6b	Outage Frequency	<ul style="list-style-type: none"> ● ≤ 90% of target (lower is better) ● Between 90% and 100% of target ● Above target 	8	Water Conservation	<ul style="list-style-type: none"> ● ≥ cumulative conservation target ● Between 2017 baseline of 0% & target ● Below 2017 baseline of 0% 	8	Storm Water Stewardship	<ul style="list-style-type: none"> ● Compliant ● Corrective Action ● Non-compliant with storm water permit
7	Non-Carbon Power Resources	<ul style="list-style-type: none"> ● ≥ 100% 'green' resources to retail load ● Between 90% and 100% ● Below 90% 						
8	Power Conservation	<ul style="list-style-type: none"> ● ≥ 100% of conservation target ● NA ● Below 100% of target 						
Tacoma Power - Commitment to Cust. & Employees			Tacoma Water - Commitment to Cust. & Employees			Tacoma Rail - Commitment to Cust. & Employees		
9	Customer Satisfaction	<ul style="list-style-type: none"> ● ≥ 8.0 satisfaction ● Between 7.0 and 8.0 ● Below 7.0 	9	Customer Satisfaction	<ul style="list-style-type: none"> ● ≥ 8.0 satisfaction ● Between 7.0 and 8.0 ● Below 7.0 	9	Customer Satisfaction	<ul style="list-style-type: none"> ● ≥ 3.0 mean score ● Between 2.0 and 3.0 ● Below 2.0
10	Employee Satisfaction	<ul style="list-style-type: none"> ● ≥ 70% satisfaction ● Between 60% and 70% ● Below 60% 	10	Employee Satisfaction	<ul style="list-style-type: none"> ● ≥ 70% satisfaction ● Between 60% and 70% ● Below 60% 	10	Employee Satisfaction	<ul style="list-style-type: none"> ● ≥ 70% satisfaction ● Between 60% and 70% ● Below 60%
11	Employee Safety	<ul style="list-style-type: none"> ● ≤ Target ● NA ● > Target 	11	Employee Safety	<ul style="list-style-type: none"> ● ≤ Target ● NA ● > Target 	11	Employee Safety	<ul style="list-style-type: none"> ● ≤ industry mean ● Between 100% and 150% of mean ● > 150% of mean
12	Call Center Responsiveness	<ul style="list-style-type: none"> ● ≥ 75% ● Between 65% and 75% ● Below 65% 	12	Call Center Responsiveness	<ul style="list-style-type: none"> ● ≥ 75% target ● Between 65% and 75% ● Below 65% 			

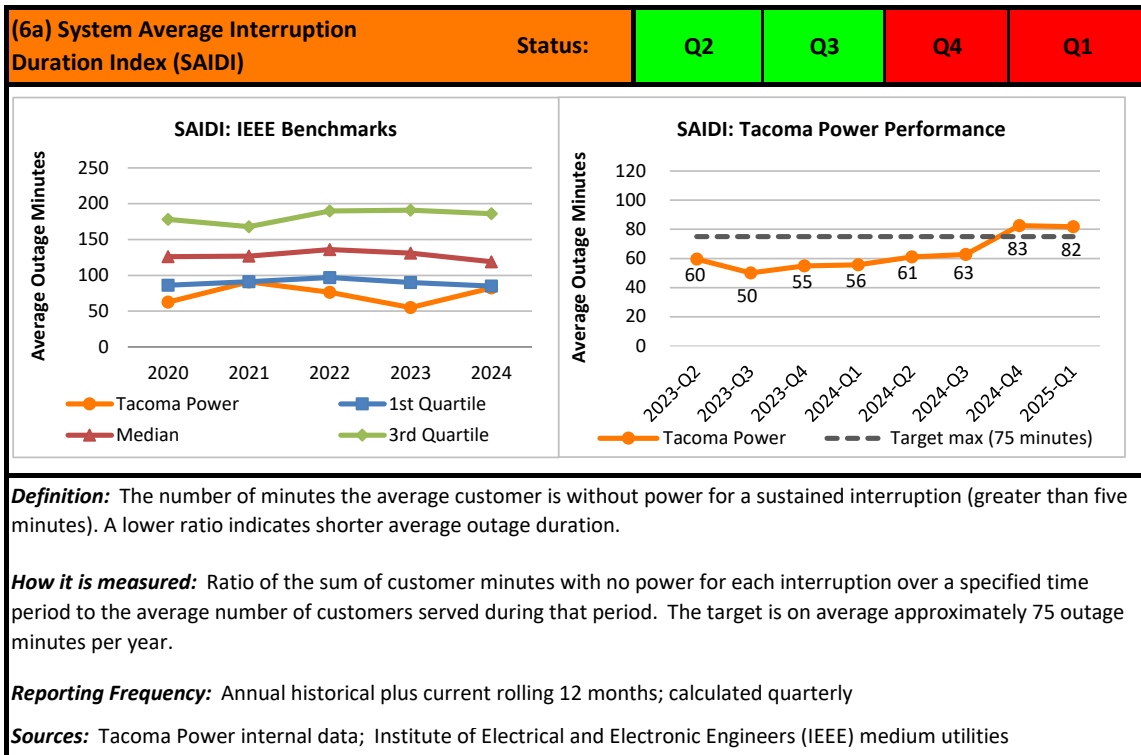
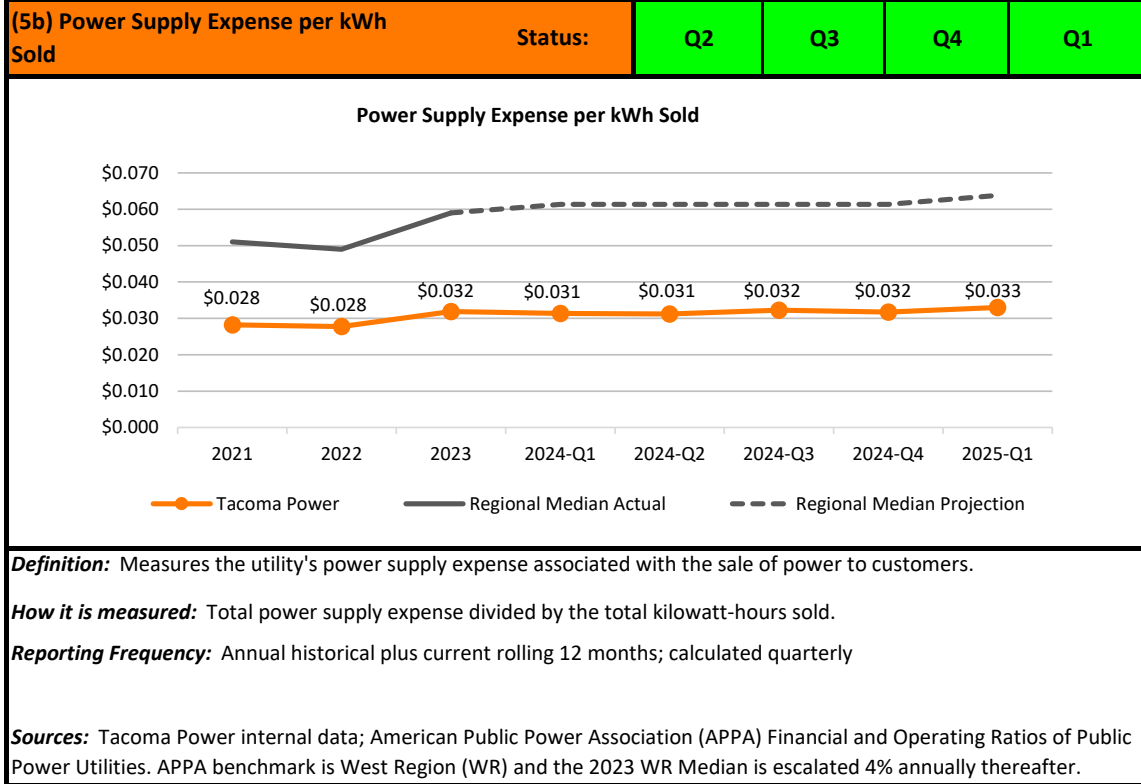


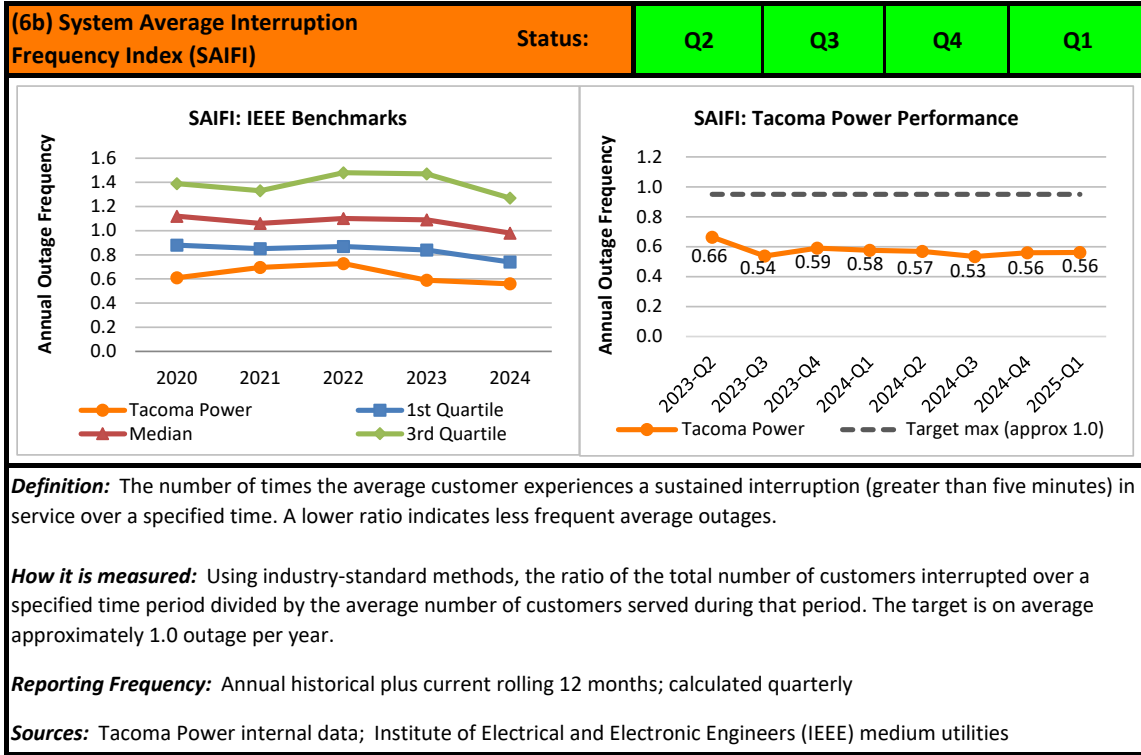
Performance Metrics Summary

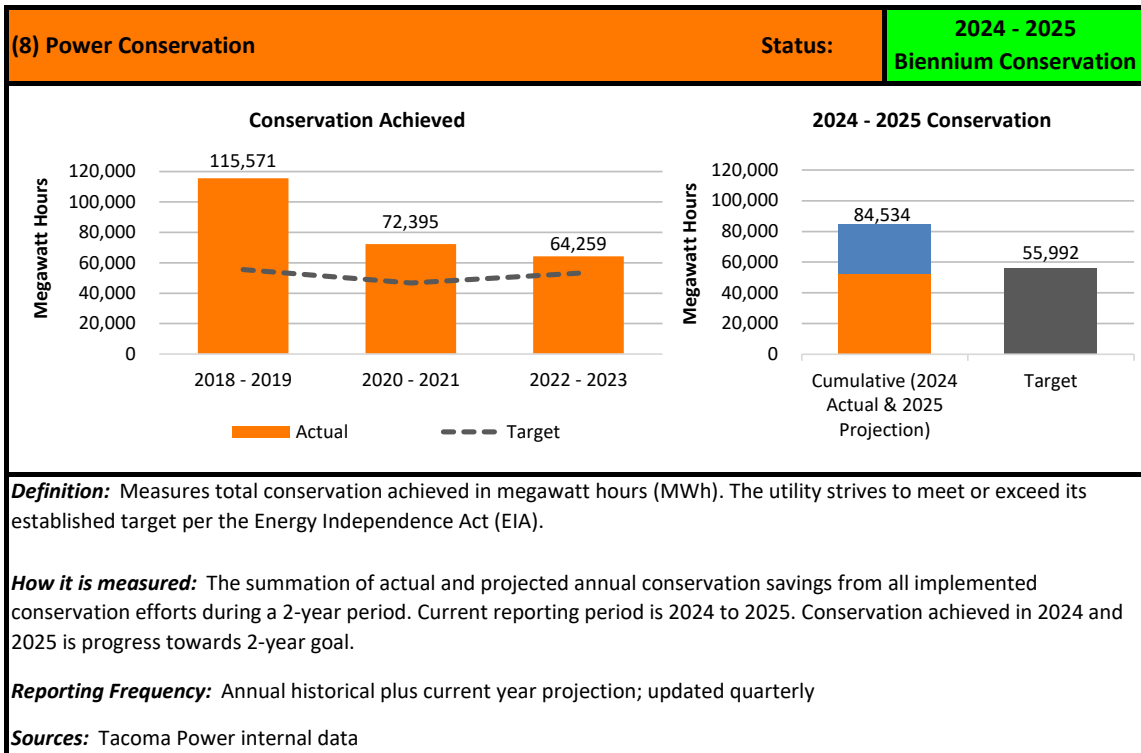
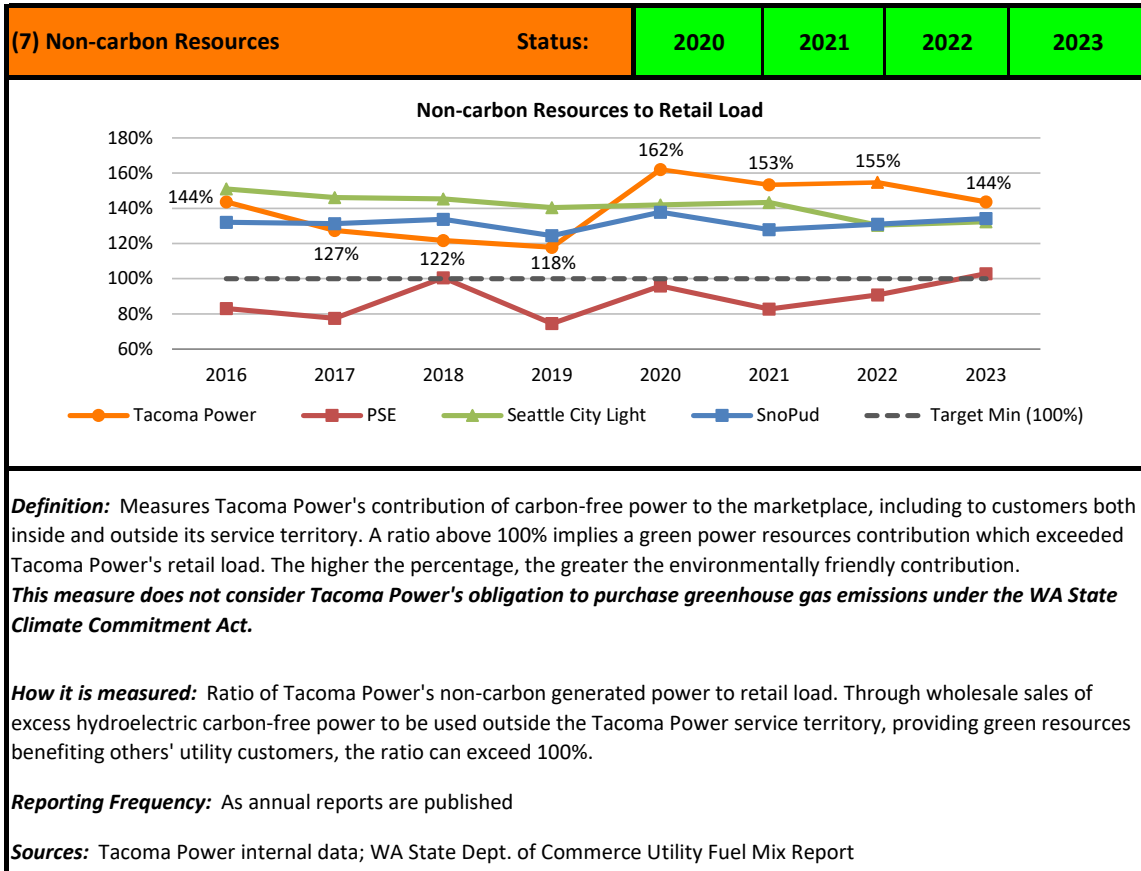












Commitment to Customers & Employees

(9) Customer Satisfaction

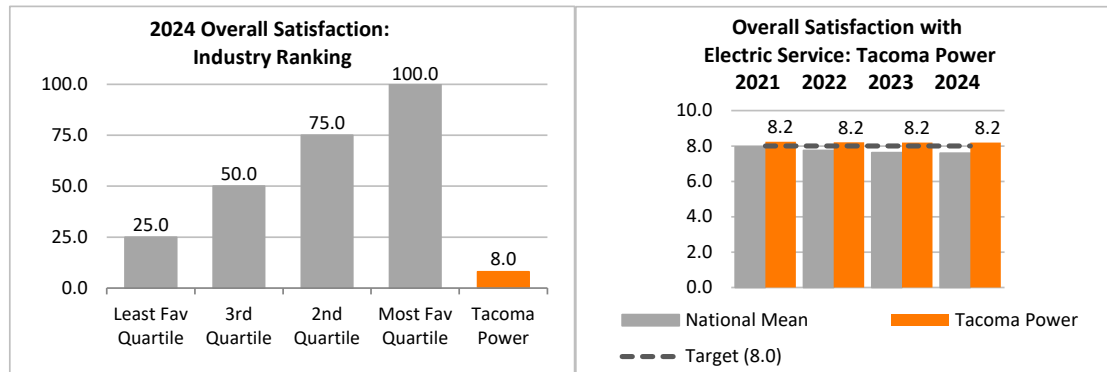
Status:

2021

2022

2023

2024



Definition: Indicates customers' overall satisfaction with electric service provided by Tacoma Power. Satisfaction is assessed using a scale from 0 (extremely dissatisfied) to 10 (extremely satisfied). A higher score indicates greater overall satisfaction.

How it is measured: Mean of all scores.

Reporting Frequency: Updated with each annually conducted survey

Sources: Tacoma Public Utilities Residential Customer Satisfaction Baseline Survey; Escalent National Energy Utility Benchmarking

(10) Employee Satisfaction

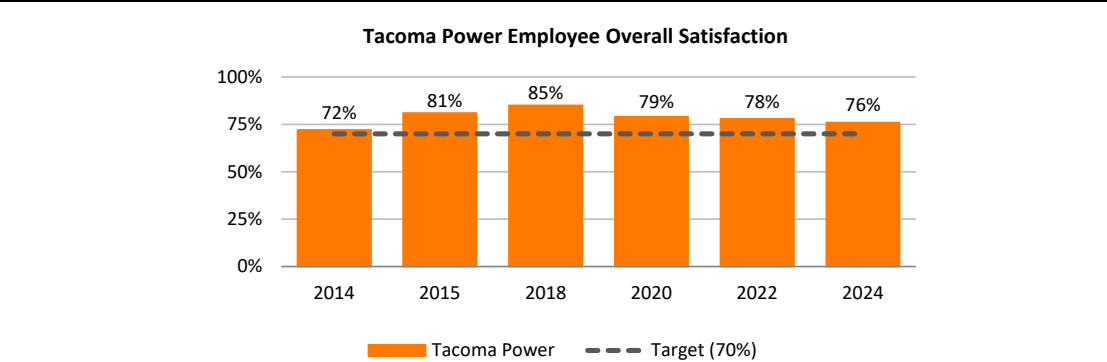
Status:

2018

2020

2022

2024

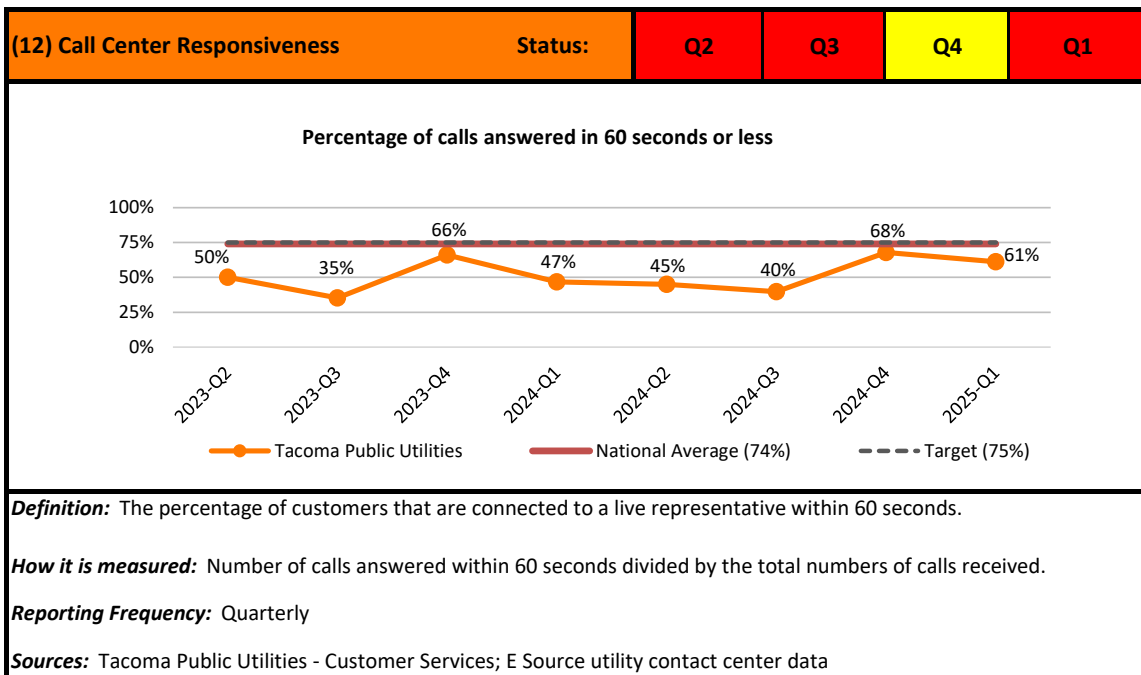
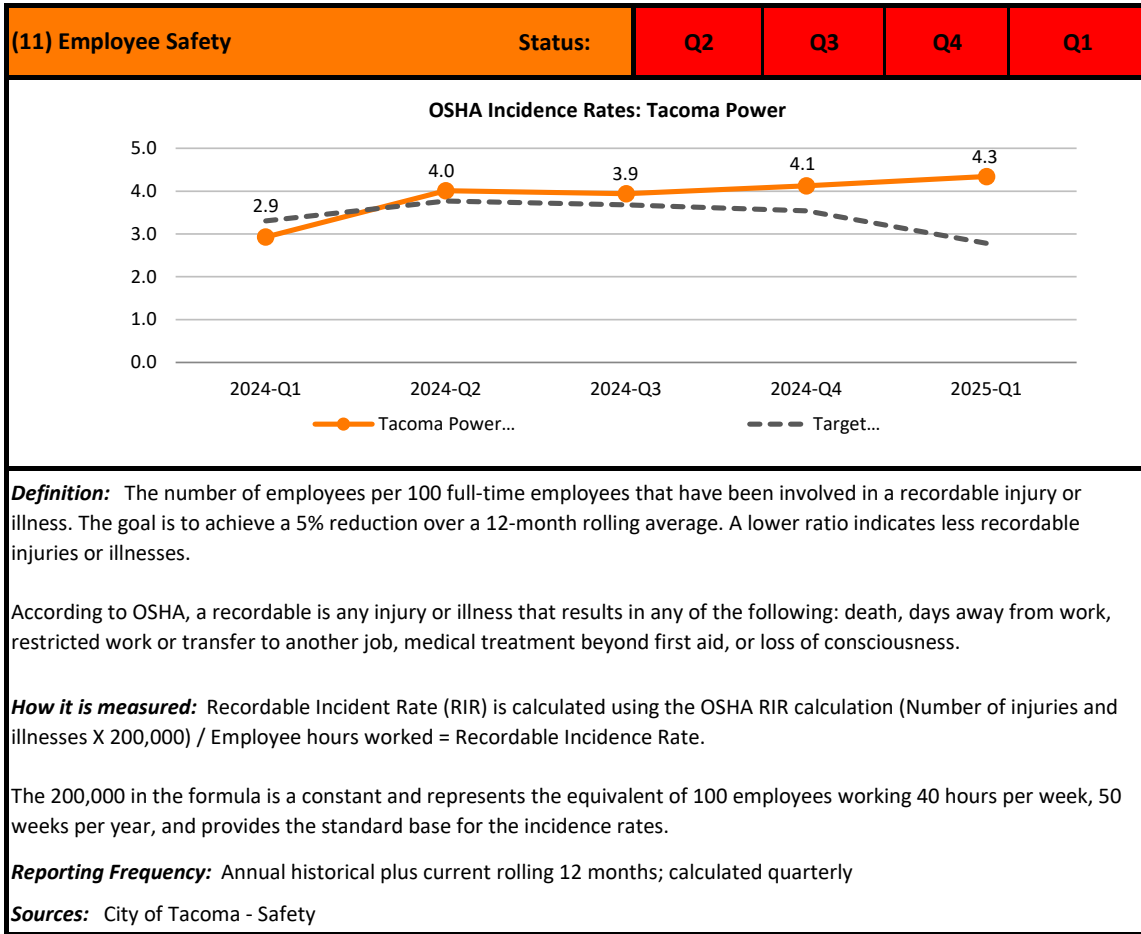


Definition: Indicates employees' response to the question "Overall, I am satisfied with TPU as a place to work." based on an independently conducted employee survey. Satisfaction is assessed using a scale of 1 (strongly disagree) to 5 (strongly agree).

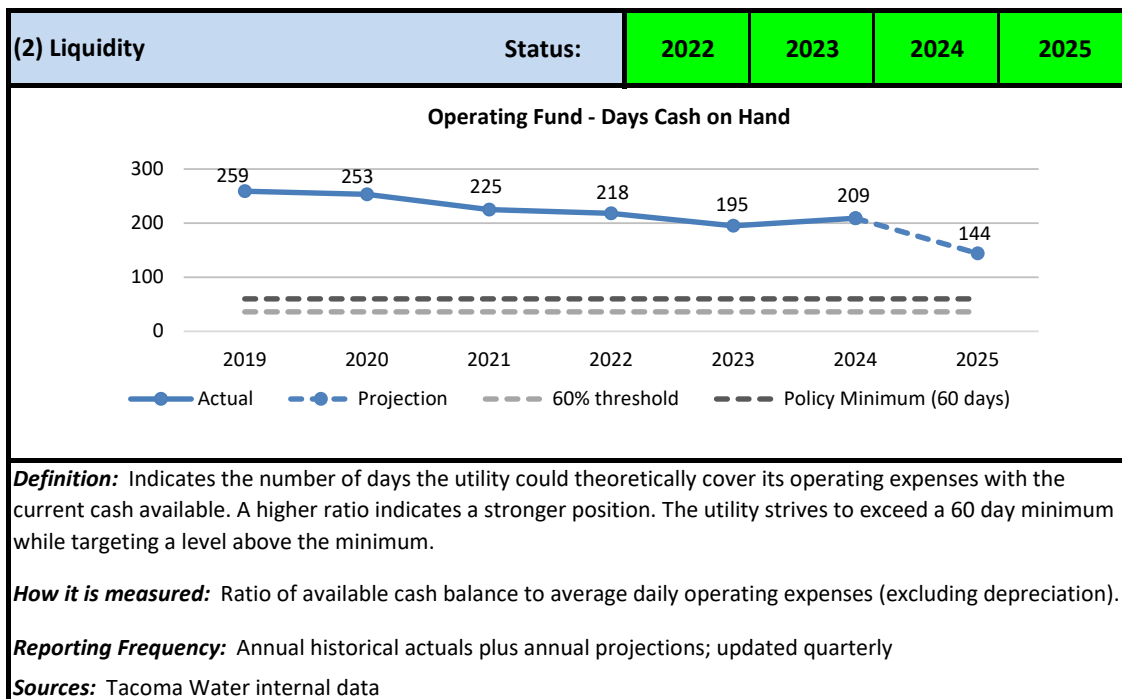
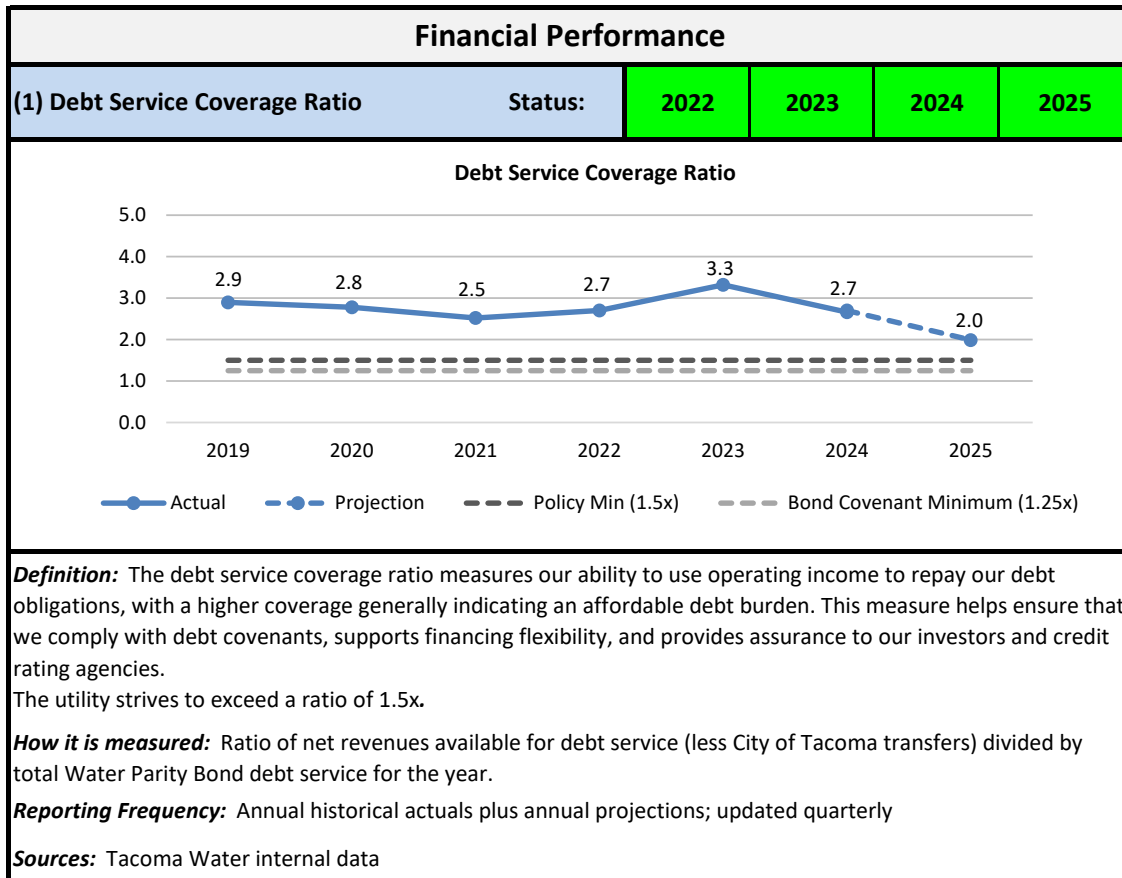
How it is measured: The percentage of total responses receiving a score of 4 or 5.

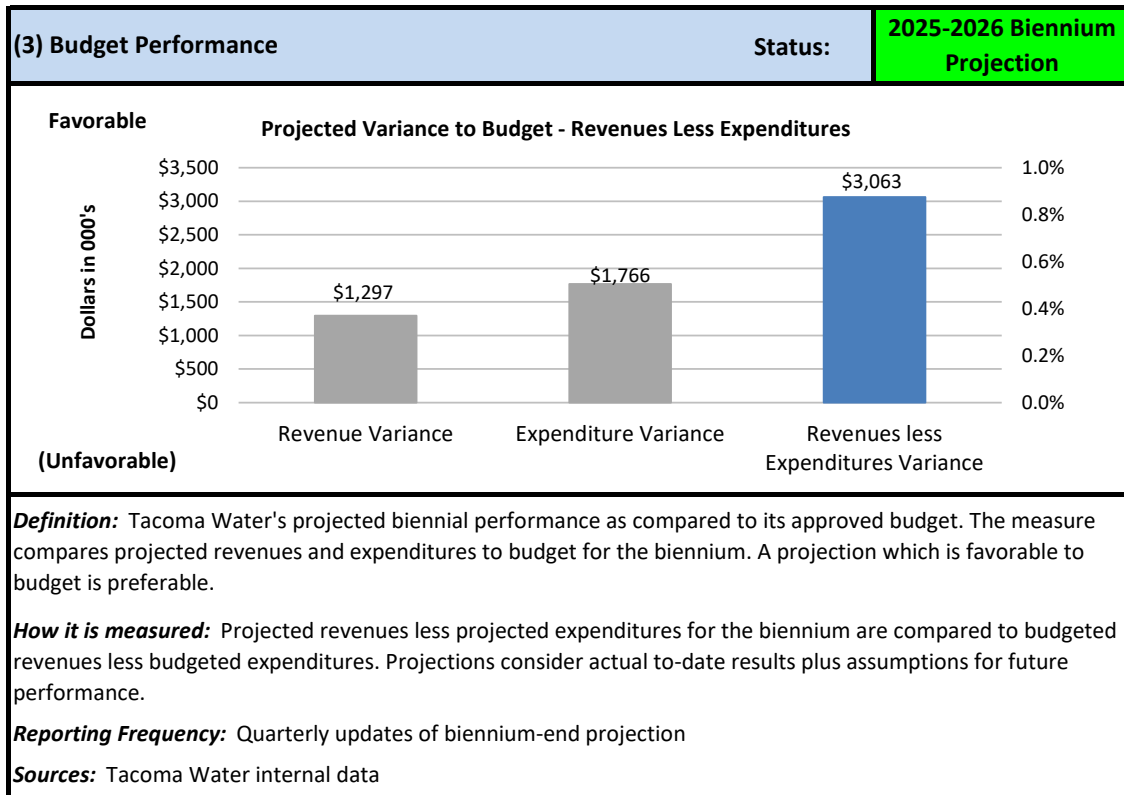
Reporting Frequency: Updated with each biennially conducted survey

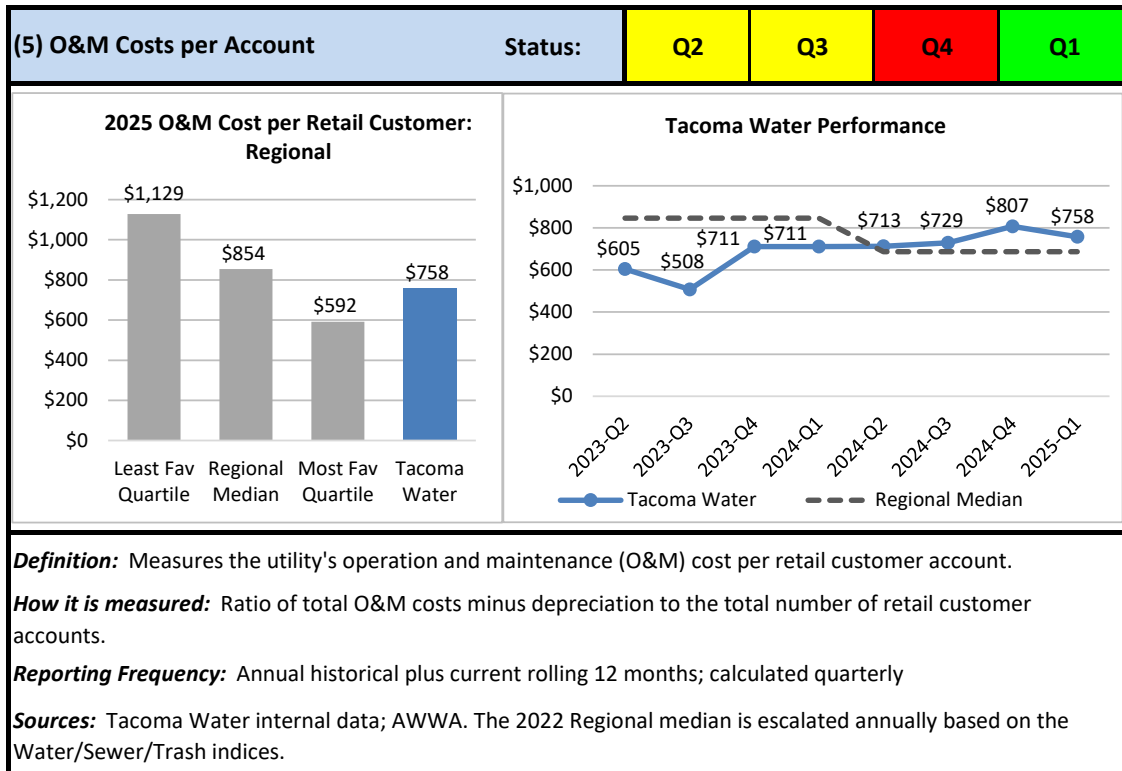
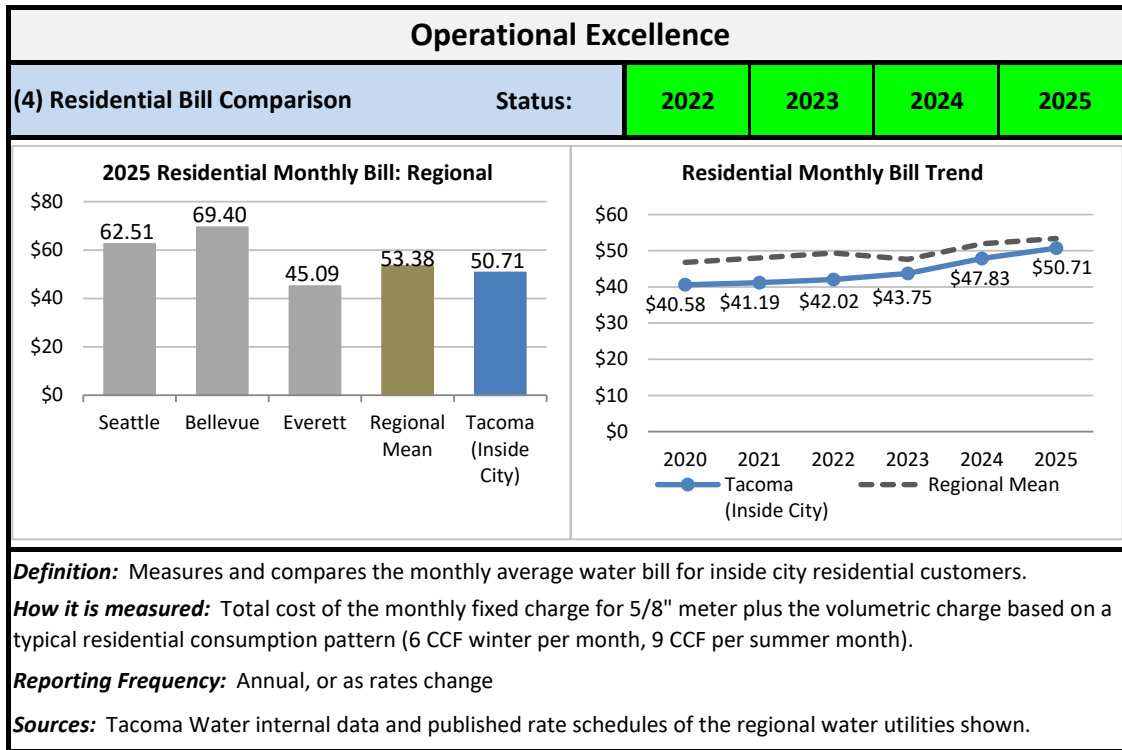
Sources: TPU All-Employee Engagement Survey

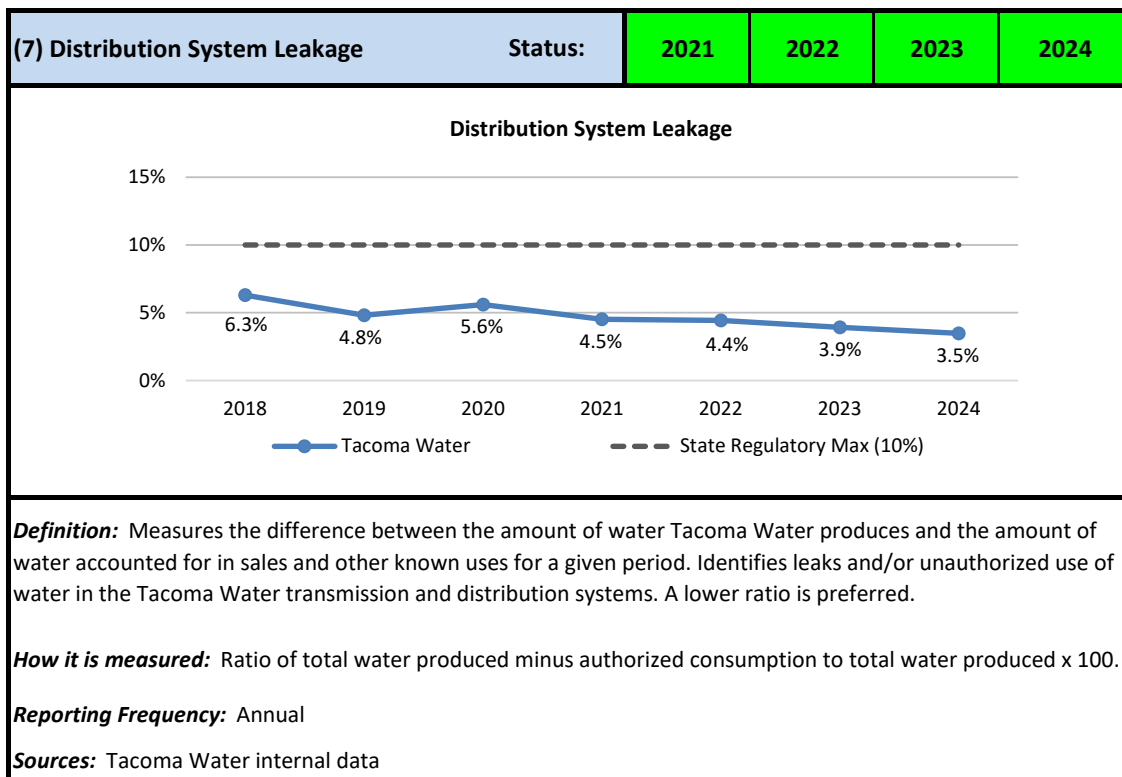
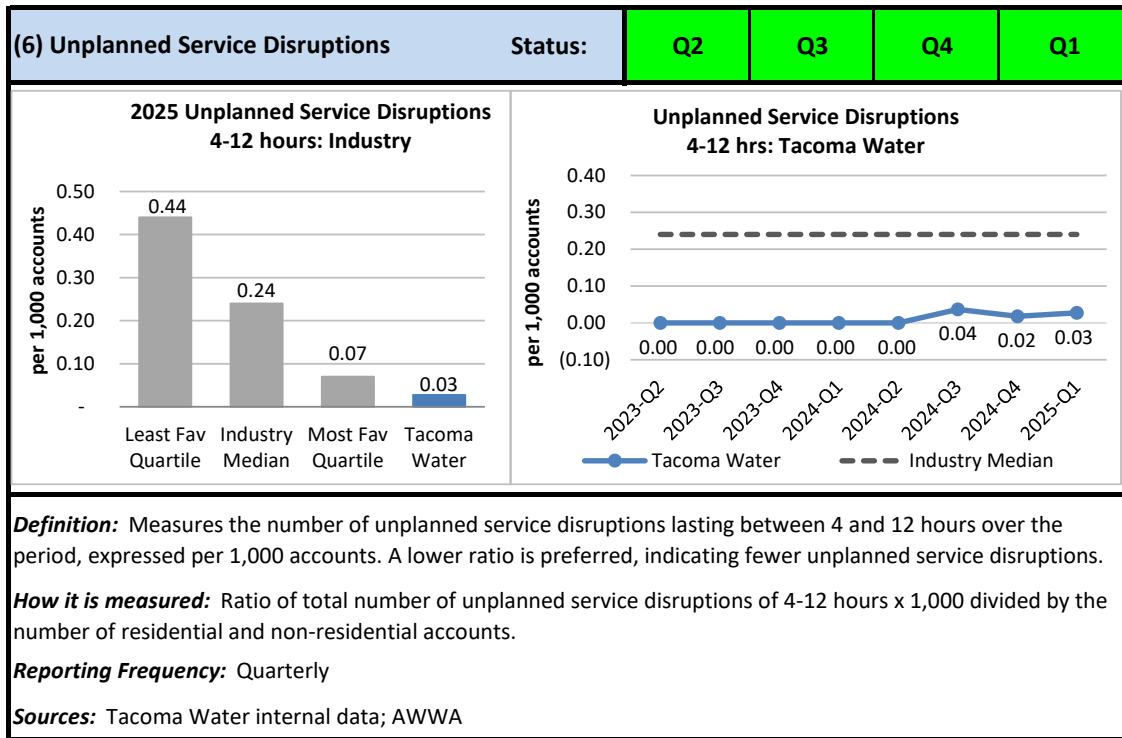


Performance Metrics Summary

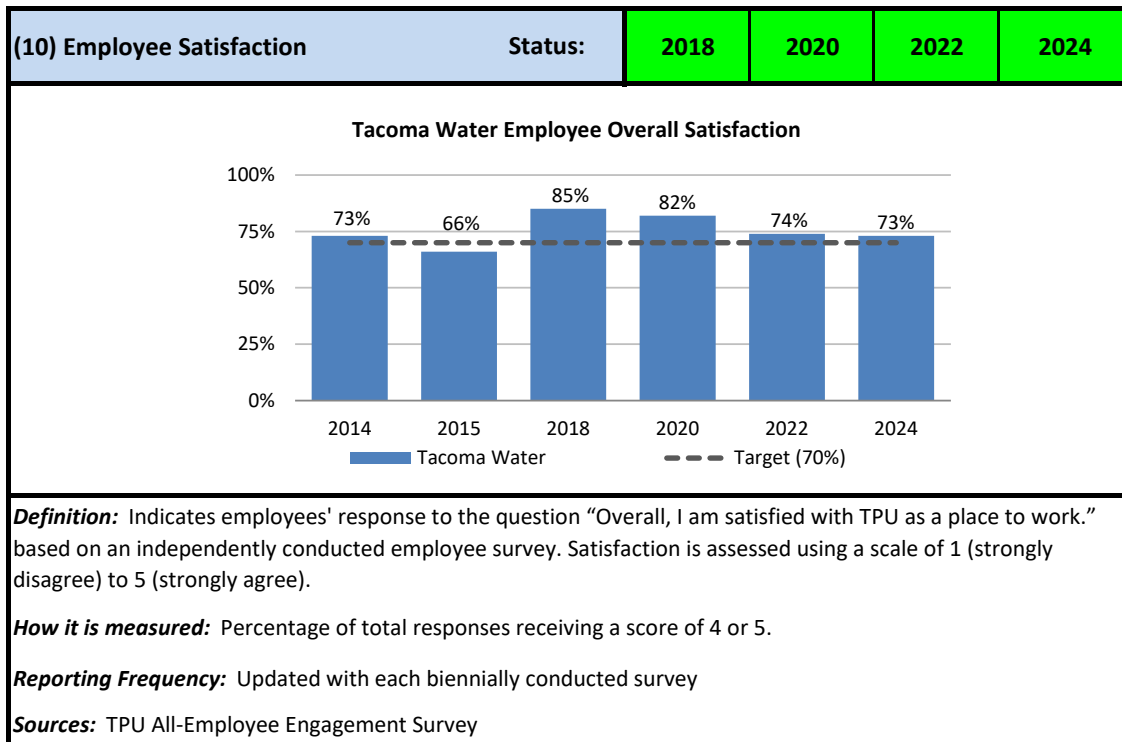
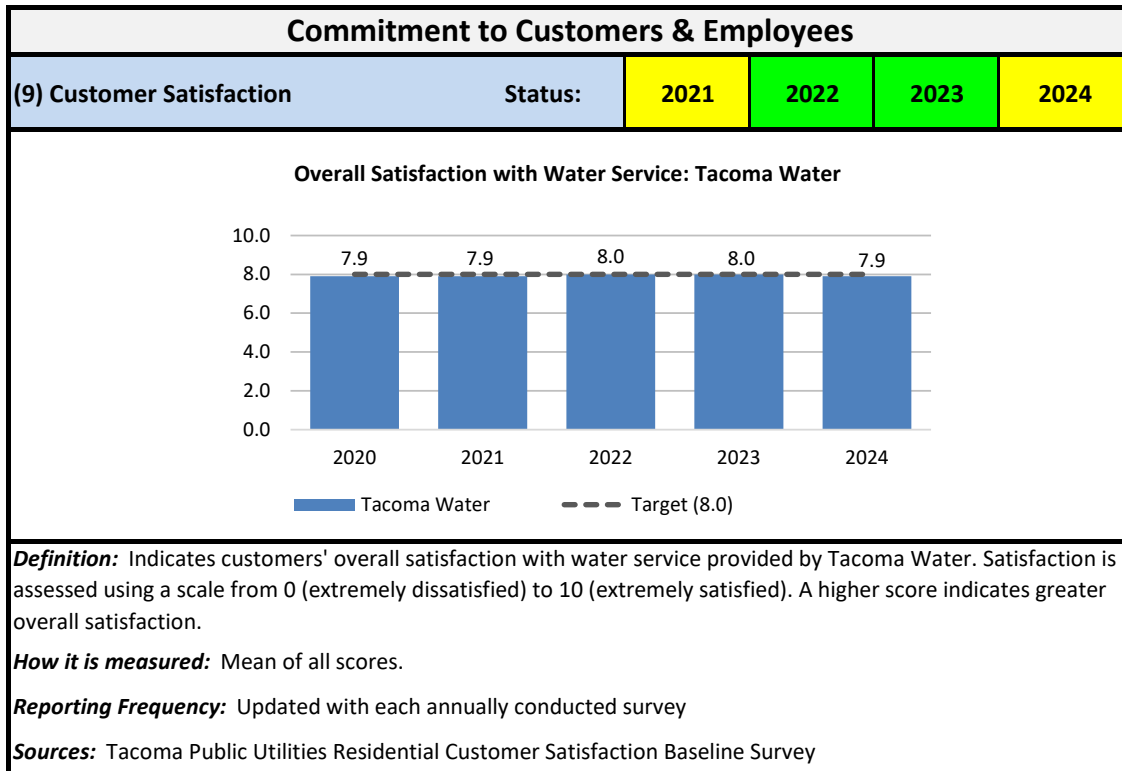


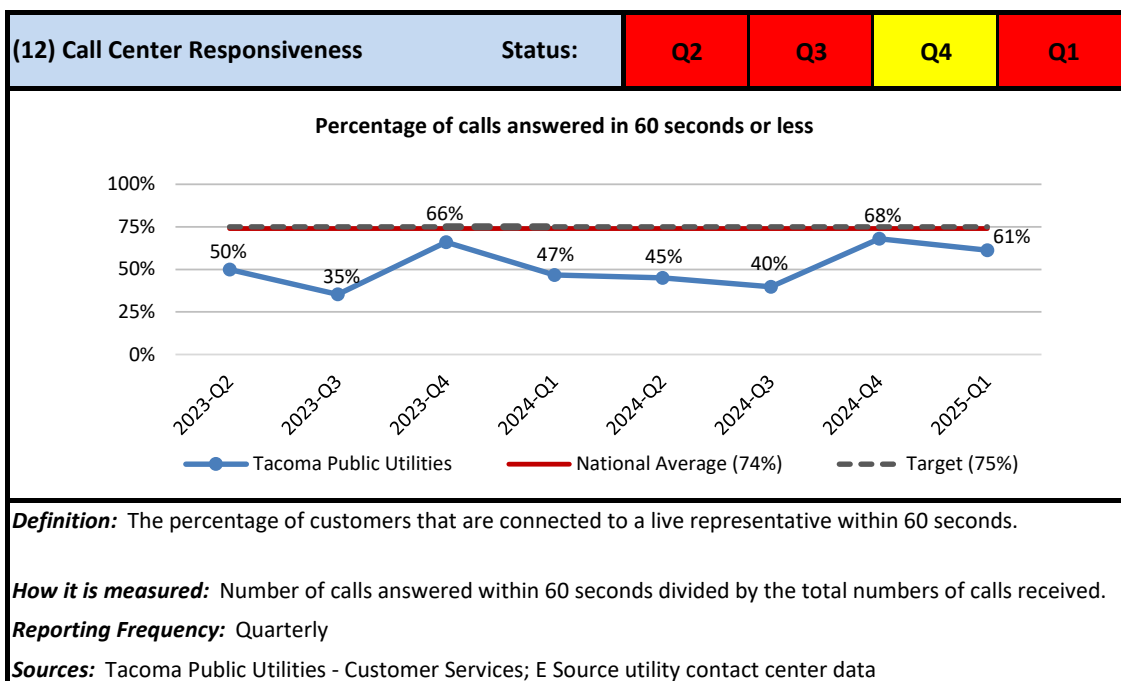
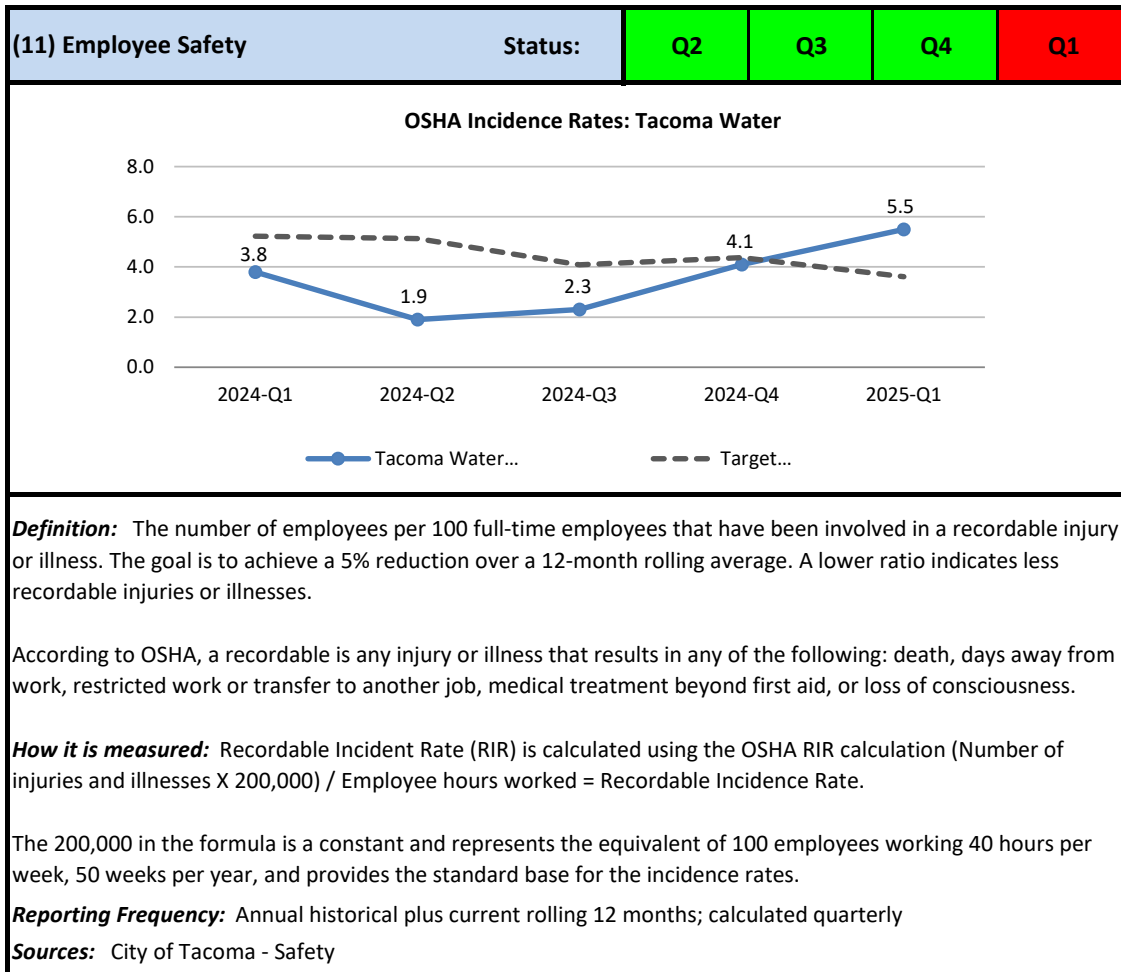




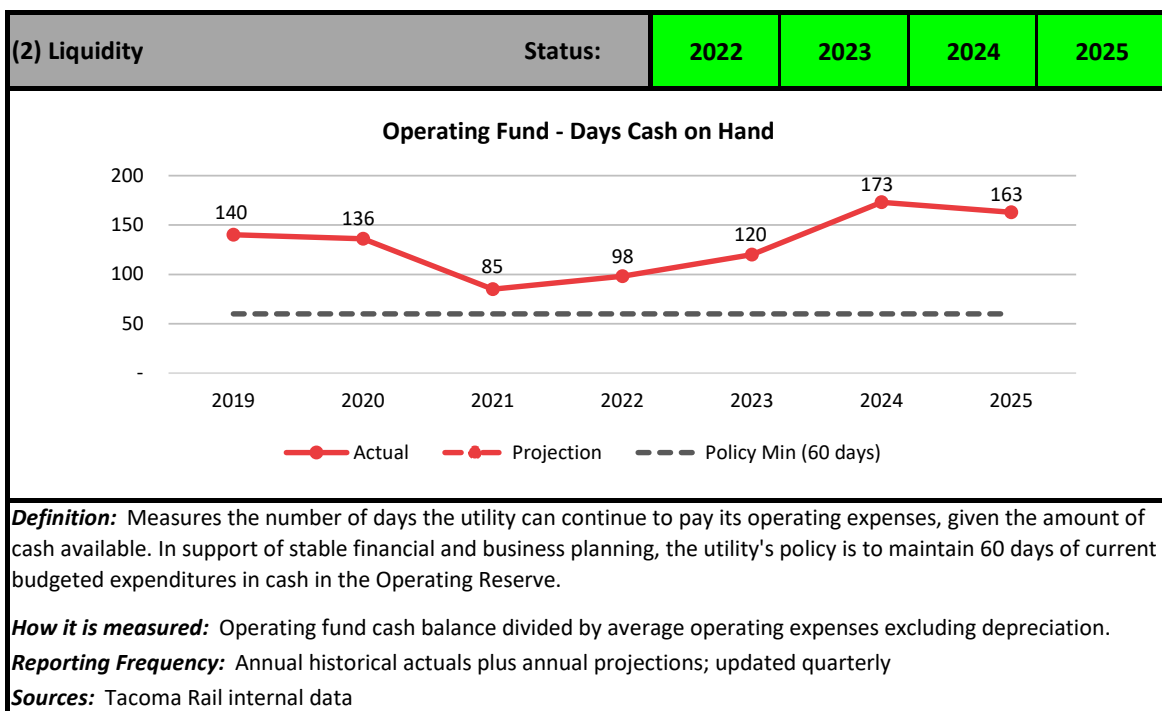
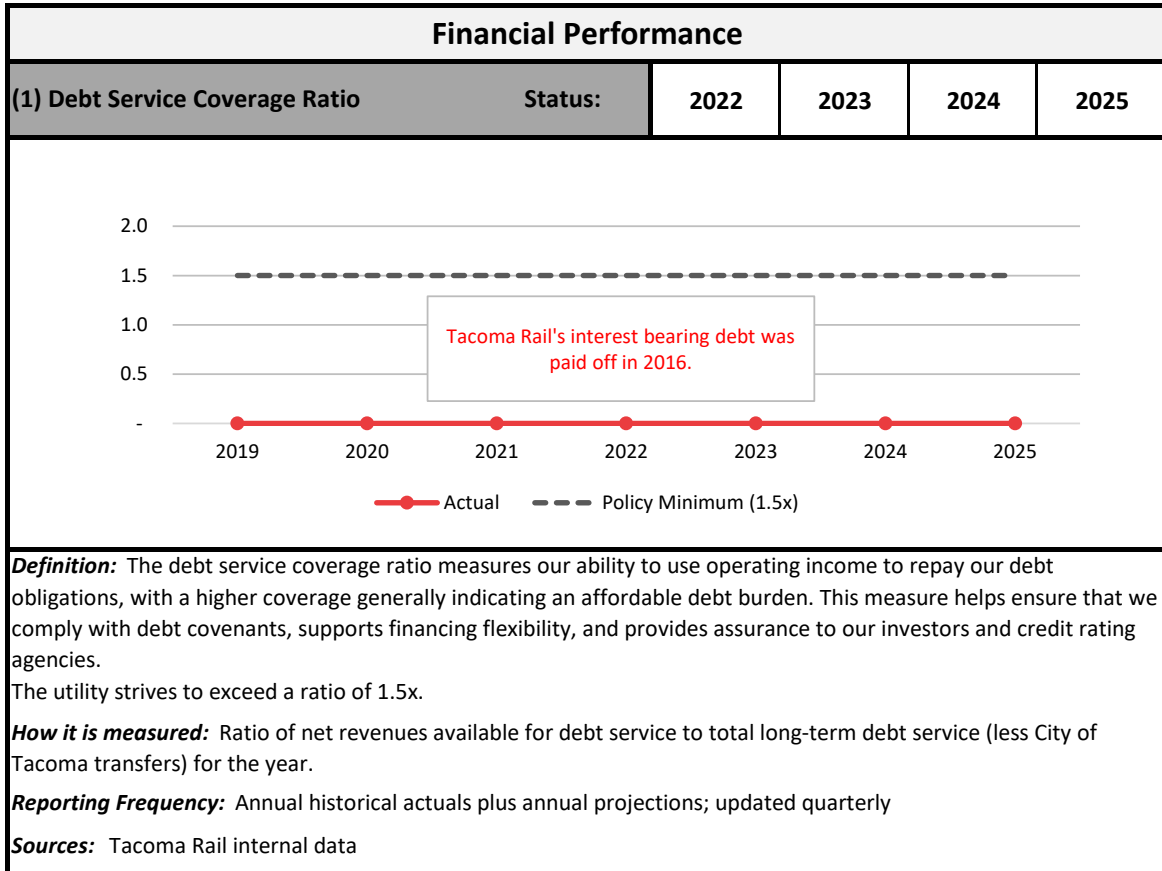


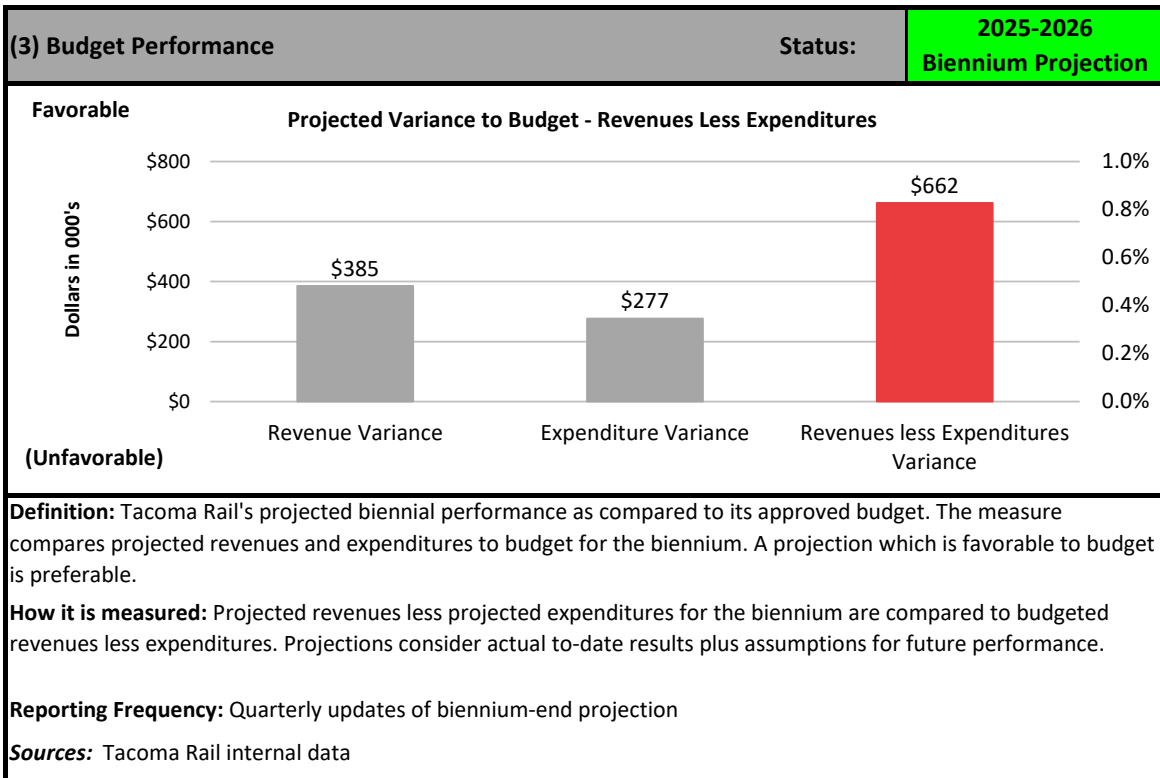
(8) Water Conservation	Status:	2020	2021	2022	2023																																				
<div><div>Conservation Achieved</div><table><thead><tr><th>Year</th><th>Cumulative Actual (%)</th><th>Cumulative Target (%)</th></tr></thead><tbody><tr><td>2017</td><td>0.0%</td><td>0.0%</td></tr><tr><td>2018</td><td>-6.3%</td><td>0.5%</td></tr><tr><td>2019</td><td>2.2%</td><td>1.0%</td></tr><tr><td>2020</td><td>4.4%</td><td>1.5%</td></tr><tr><td>2021</td><td>-0.6%</td><td>2.0%</td></tr><tr><td>2022</td><td>5.8%</td><td>2.5%</td></tr><tr><td>2023</td><td>-0.9%</td><td>3.0%</td></tr><tr><td>2024</td><td></td><td>3.5%</td></tr><tr><td>2025</td><td></td><td>4.0%</td></tr><tr><td>2026</td><td></td><td>4.5%</td></tr><tr><td>2027</td><td></td><td>6.65%</td></tr></tbody></table></div>						Year	Cumulative Actual (%)	Cumulative Target (%)	2017	0.0%	0.0%	2018	-6.3%	0.5%	2019	2.2%	1.0%	2020	4.4%	1.5%	2021	-0.6%	2.0%	2022	5.8%	2.5%	2023	-0.9%	3.0%	2024		3.5%	2025		4.0%	2026		4.5%	2027		6.65%
Year	Cumulative Actual (%)	Cumulative Target (%)																																							
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2027		6.65%																																							
<p>Definition: Measurement of realized conservation compared to conservation goal. The current conservation goal for Tacoma Water is to achieve a 6.65% reduction in peak water production (measured May to October) between 2018 and 2027.</p> <p>How it is measured: Cumulative percentage reduction in consumption, measured in gallons per capita per day.</p> <p>Reporting Frequency: Annual progress towards 10-year goal</p> <p>Sources: Tacoma Water internal data</p>																																									

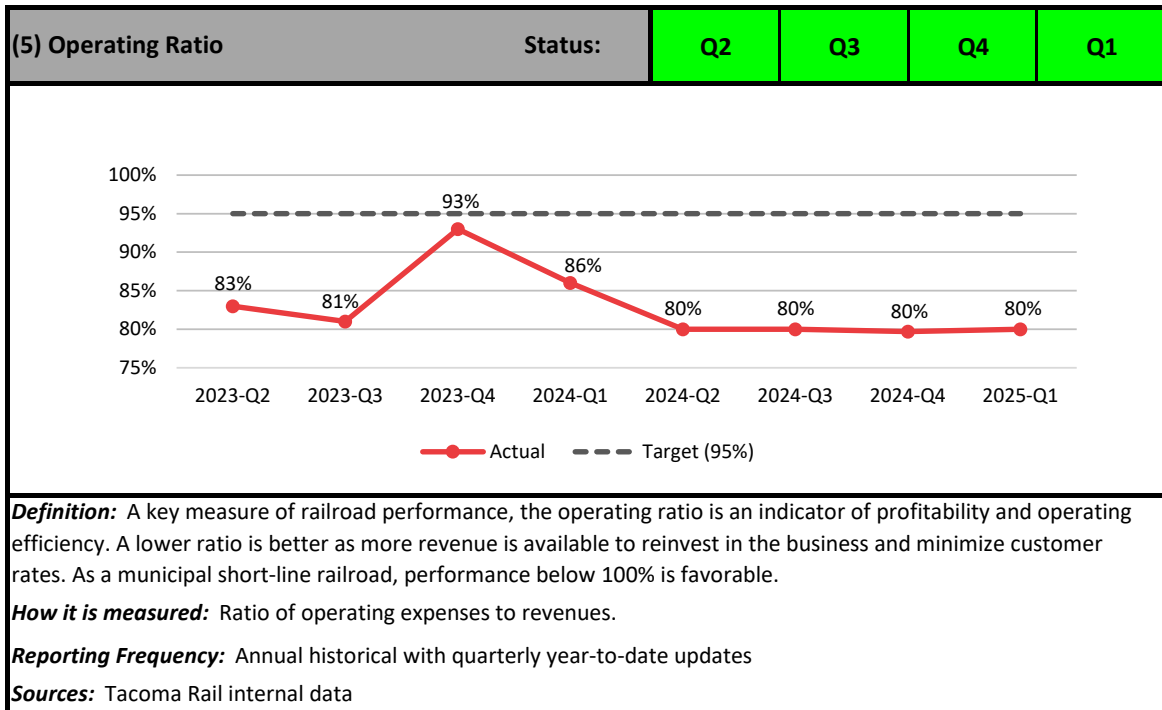
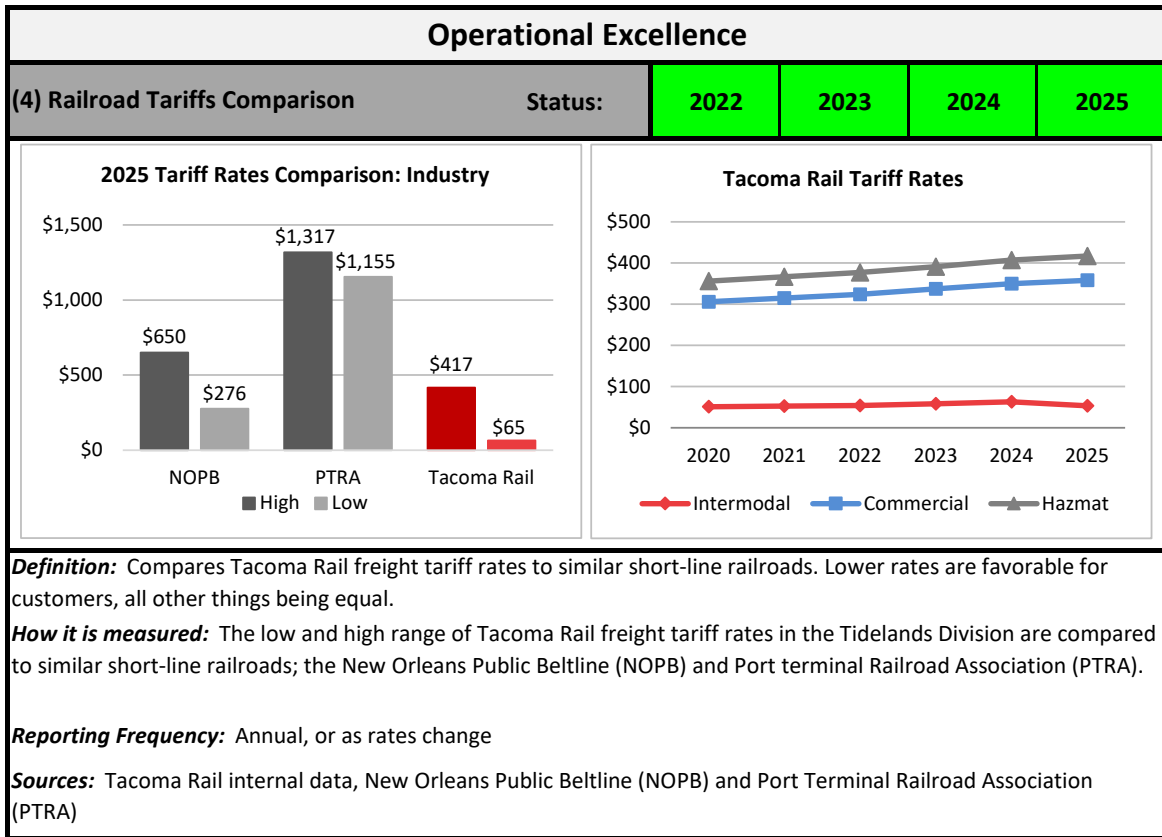


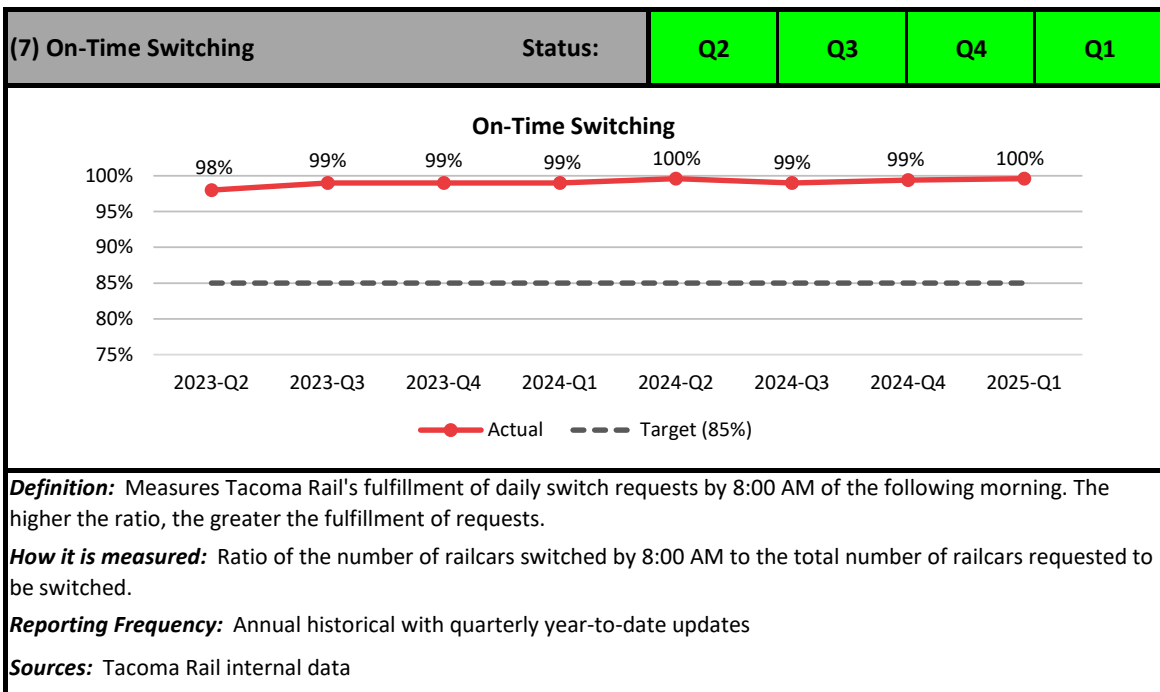
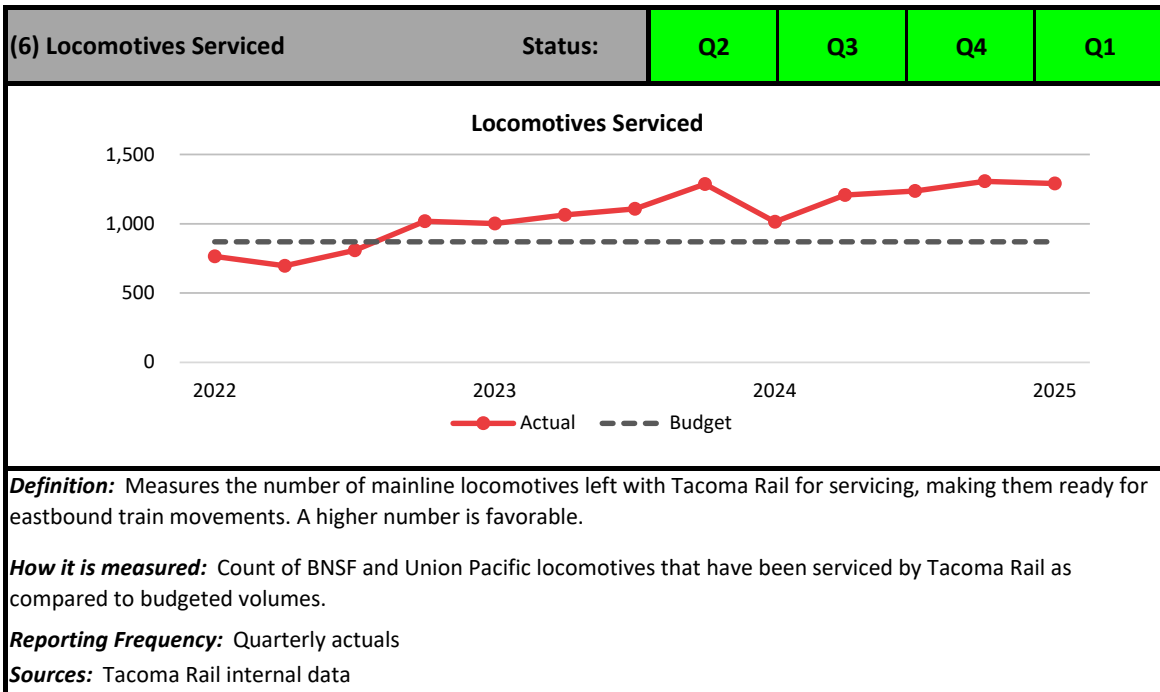


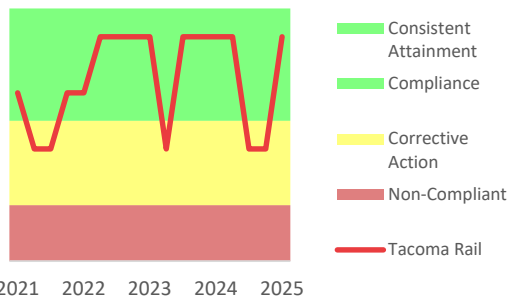
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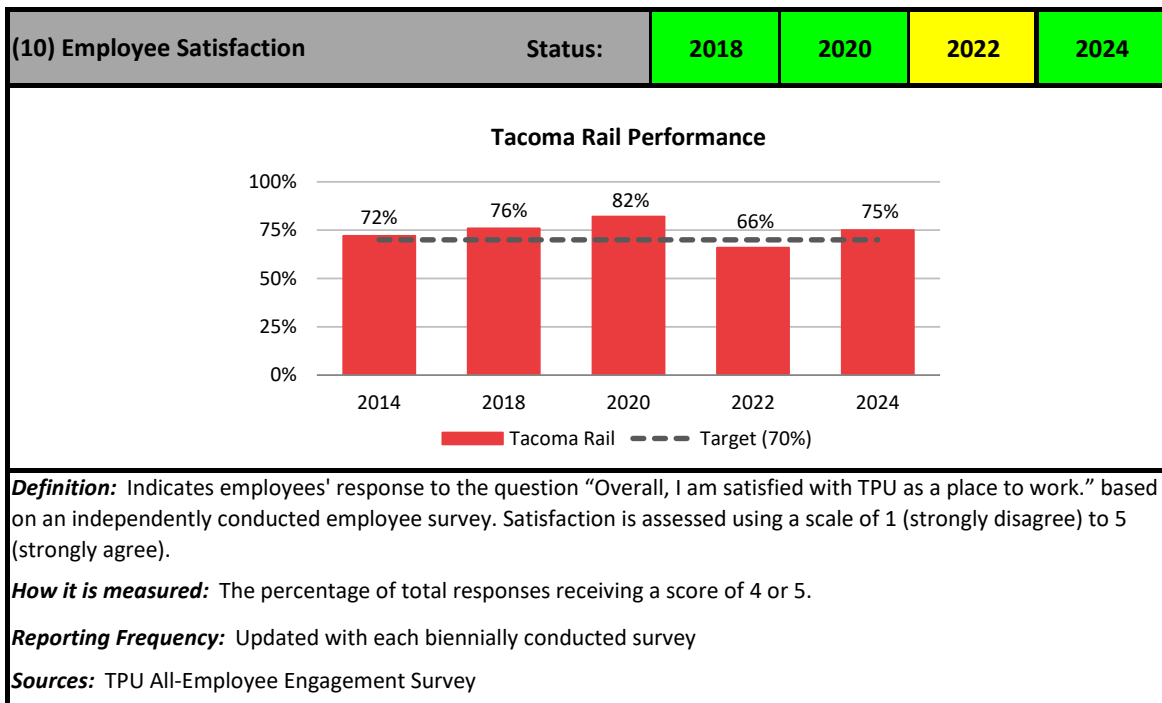
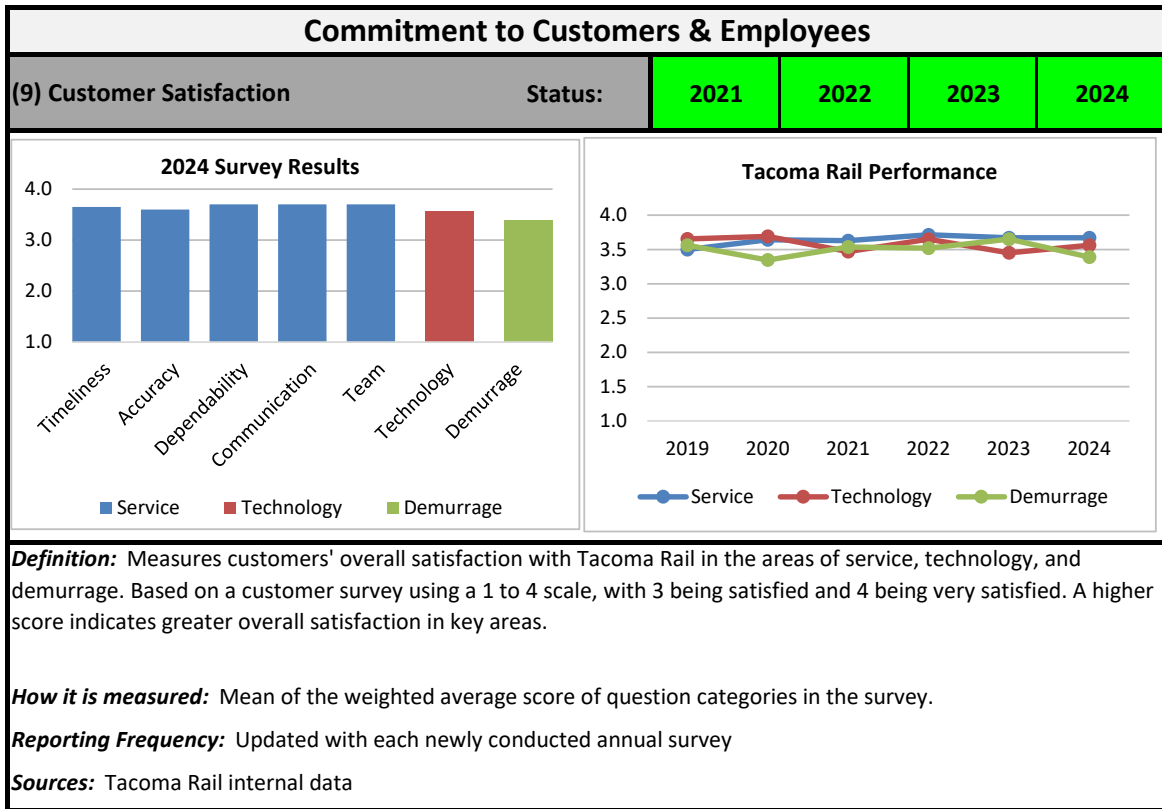


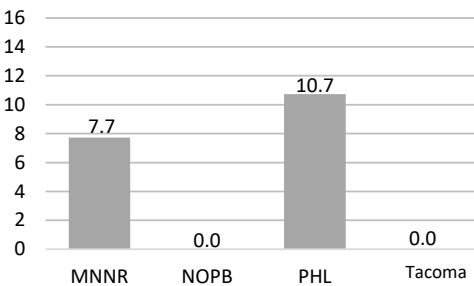
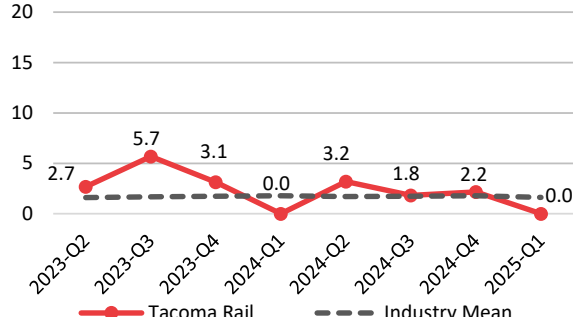






(8) Stormwater Stewardship							Status:	2025
2025 Q1	Turbidity	Copper	Zinc	Oil/Grease	PH	TPH	<div>Tacoma Rail Performance</div>  <div><div>Consistent Attainment</div><div>Compliance</div><div>Corrective Action</div><div>Non-Compliant</div><div>Tacoma Rail</div></div>	
Benchmarks	25	14	117	Y/N	5.0-9.0	10		
Catch Basin 1	8.7	2.8	28	N	7.6	0.7		
Catch Basin 2	0.7	3.1	31	N	7.3	0.5		
Man Hole	15	4.6	7.4	N	7.7	0.3		
<p>Definition: Tacoma Rail strives to be compliant with its Industrial Stormwater Permit which includes testing for zinc, copper, oil, turbidity, pH and total petroleum hydrocarbon levels in storm water runoff at three location points. The goal is to achieve full consistent attainment which is achieved after eight quarters of compliance. If any level tests out of the Washington State Department of Ecology (WSDOE) standard, a Corrective Action is needed. Each Corrective action level has specific requirements defined by the applied Industrial Stormwater Permit.</p> <p>How it is measured: For Washington State Department of Ecology standards for stormwater compliance, quarterly tests of water flows at collection locations at Tacoma Rail are conducted and summarized in a detailed report. Green represents compliance. Yellow represents an exceedance that resulted in corrective action(s) taken. Red is non-compliance.</p> <p>Reporting Frequency: Quarterly</p> <p>Sources: Washington State Department of Ecology (Stormwater)</p>								



(11) Employee Safety		Status:	Q2	Q3	Q4	Q1																																					
<div><div>2025 Frequency Ratio (Injury Rates): Similar Railroads</div><div><table><thead><tr><th>Railroad</th><th>Frequency Ratio</th></tr></thead><tbody><tr><td>MNNR</td><td>7.7</td></tr><tr><td>NOPB</td><td>0.0</td></tr><tr><td>PHL</td><td>10.7</td></tr><tr><td>Tacoma</td><td>0.0</td></tr></tbody></table></div></div> <div><div>Tacoma Rail Performance</div><div><table><thead><tr><th>Quarter</th><th>Tacoma Rail</th><th>Industry Mean</th></tr></thead><tbody><tr><td>2023-Q2</td><td>2.7</td><td>0.0</td></tr><tr><td>2023-Q3</td><td>5.7</td><td>0.0</td></tr><tr><td>2023-Q4</td><td>3.1</td><td>0.0</td></tr><tr><td>2024-Q1</td><td>0.0</td><td>0.0</td></tr><tr><td>2024-Q2</td><td>3.2</td><td>0.0</td></tr><tr><td>2024-Q3</td><td>1.8</td><td>0.0</td></tr><tr><td>2024-Q4</td><td>2.2</td><td>0.0</td></tr><tr><td>2025-Q1</td><td>0.0</td><td>0.0</td></tr></tbody></table></div></div>		Railroad	Frequency Ratio	MNNR	7.7	NOPB	0.0	PHL	10.7	Tacoma	0.0	Quarter	Tacoma Rail	Industry Mean	2023-Q2	2.7	0.0	2023-Q3	5.7	0.0	2023-Q4	3.1	0.0	2024-Q1	0.0	0.0	2024-Q2	3.2	0.0	2024-Q3	1.8	0.0	2024-Q4	2.2	0.0	2025-Q1	0.0	0.0	<p>Definition: Standardized American Short Line & Regional Railroad Association (ASLRRA) safety metric. Railroads report the number of OJI incidents and employee on-duty hours. A lower metric is better.</p> <p>How it is measured: Railroad employee on-duty safety metrics by railroad per 200,000 hours worked.</p> <p>Reporting Frequency: Annual historical with quarterly year-to-date updates</p> <p>Sources: Tacoma Rail internal data; ASLRRA; Minnesota Commercial Railway (MNNR); New Orleans Public Beltline (NOPB); Pacific Harbor Line (PHL); Terminal Railway Alabama State Docks (TASD)</p>				
Railroad	Frequency Ratio																																										
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