



TACOMA PUBLIC UTILITIES
STRATEGIC PLAN
CHARTING A CLEAR DIRECTION

For more
information on our
Strategic Plan
scan the QR code



CHARTING A CLEAR DIRECTION

CUSTOMER EXPERIENCE



OUR NORTH STAR STATEMENT

Our customers and communities experience compassion and equity in action so they are understood, valued, and empowered.

Jacques [Signature]

Kalasha Witham

[Signature]

Alan Mathews

Kia Turshad-Gray

[Signature]

Nyey

Saurie Hodge

TACOMA PUBLIC UTILITIES

STRATEGIC PLAN

CHARTING A CLEAR DIRECTION

OUR VALUES



SAFETY



BELONGING



**CUSTOMER
FOCUS**



INTEGRITY



RESPECT

OUR MISSION

We deliver clean, reliable services essential to quality of life.

OUR VISION

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

OUR OBJECTIVES

EMPLOYEE EXPERIENCE

Create a safe, respectful workplace that fosters engagement, appreciation and a sense of belonging.

CUSTOMER EXPERIENCE

We demonstrate compassion and equity in every interaction ensuring our customers and communities are understood, valued, and empowered.

OPERATIONAL EXCELLENCE

Optimize processes and increase efficiencies to maintain responsible and sustainable rates.

WE ARE TPU

TACOMA POWER • TACOMA RAIL • TACOMA WATER

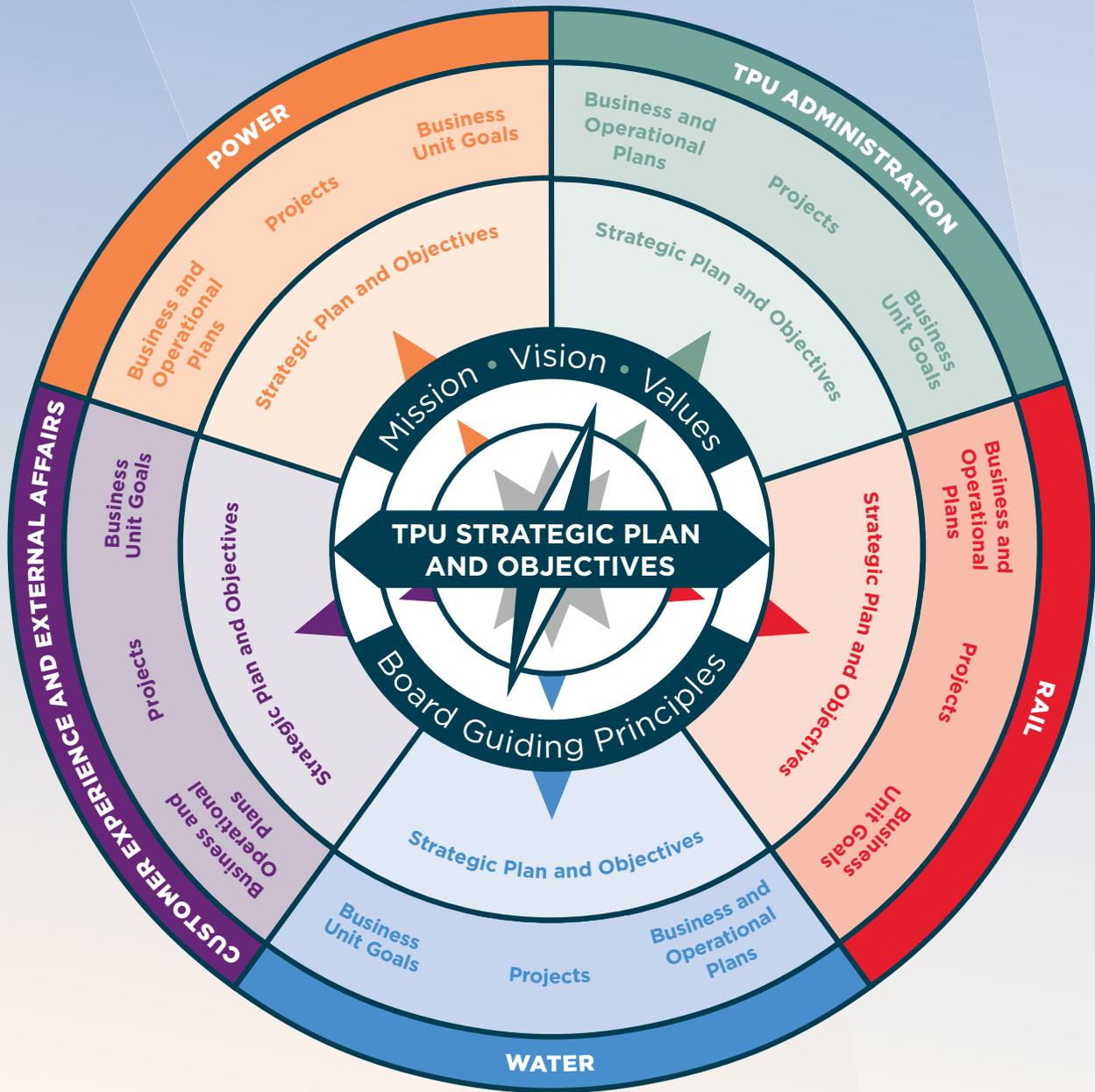
MANAGEMENT SERVICES OFFICE

CUSTOMER EXPERIENCE AND EXTERNAL AFFAIRS



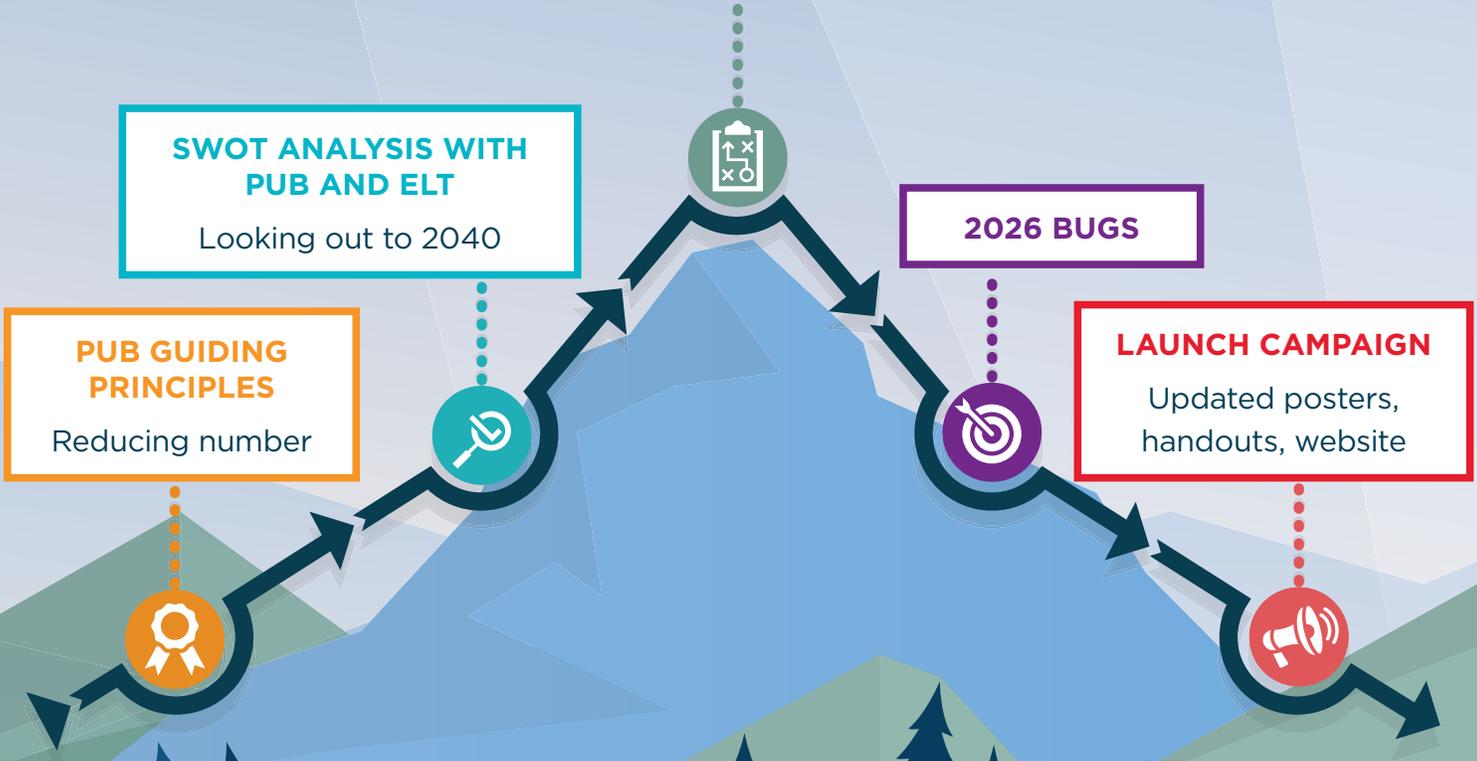
TACOMA PUBLIC UTILITIES

HOW THE TPU STRATEGY SHAPES YOUR WORK



TACOMA PUBLIC UTILITIES
TPU STRATEGY
EXPANDING THE VIEWSHED TO 2040

NEW 2026-2030 STRATEGIC PLAN
MISSION, VISION, VALUES, OBJECTIVES
Plans developed every 4 years with annual refresh
Expanding our viewshed to 2040



2026 OBJECTIVES AND INITIATIVES

OUR VALUES



SAFETY



BELONGING



CUSTOMER FOCUS



INTEGRITY



RESPECT

EMPLOYEE EXPERIENCE

Create a safe, respectful workplace that fosters engagement, appreciation and a sense of belonging.

INITIATIVE:

- Refine Core Conversations to promote employee development and feedback.

CUSTOMER EXPERIENCE

We demonstrate compassion and equity in every interaction ensuring our customers and communities are understood, valued, and empowered.

INITIATIVE:

- Identify and implement corrective actions for three customer-facing policies and practices.

OPERATIONAL EXCELLENCE

Optimize processes and increase efficiencies to maintain responsible and sustainable rates.

INITIATIVE:

- Take actions to reduce the trajectory of retail rates.

2026 STRATEGIC PLAN

OUR VALUES



SAFETY



BELONGING



**CUSTOMER
FOCUS**



INTEGRITY



RESPECT

FINANCIAL STABILITY

OBJECTIVE:

“Bend the Curve” of our rate trajectory to ensure long-term financial stability.

INITIATIVE:

- Identify 10% net “Other O&M” reductions through budget process

CLIMATE CHANGE ADAPTATION

OBJECTIVE:

Maintain reliability and affordability while adapting to the physical and policy impacts of climate change.

INITIATIVES:

- Create a Climate Change Vulnerability Assessment and Adaptation Plan.
- Improve operational tools for preventing wildfires.

TECHNOLOGY & DATA MODERNIZATION

OBJECTIVE:

Standardize and modernize technology and data practices to work more efficiently.

INITIATIVES:

- Consolidate duplicative and unused technologies.
- Enhance AI maturity and adoption.
- Support the TPU Initiative for enterprise work and asset management program.

TACOMA WATER 2026 STRATEGIC PLAN

OUR VALUES



SAFETY



BELONGING



**CUSTOMER
FOCUS**



INTEGRITY



RESPECT

OBJECTIVE:

One Tacoma Water: Strengthen team unity and belonging while adapting to change.

INITIATIVE:

- Understand today's culture, and shape the culture we want tomorrow.

OBJECTIVE:

Modern Utility: Build change capacity and mitigate risk by increasing efficiency and leveraging modern solutions.

INITIATIVE:

- Mitigate inefficiencies and risk associated with purchasing processes across Water.

OBJECTIVE:

Supply Resiliency: Champion regional water resiliency through integrated infrastructure planning and enhanced supply and demand management.

INITIATIVE:

- Develop a Cascade Supply Program Management Plan.



2026 STRATEGIC PLAN

OUR VALUES



SAFETY



BELONGING



**CUSTOMER
FOCUS**



INTEGRITY



RESPECT

OBJECTIVES:

- **Enhance Employee Experience:** Continue enhanced focus on safety and belonging.
- **Communication & Collaboration:** Increased engagement internally and externally.
- **Locomotive Modernization:** Utilize grant funding awards to repower the oldest locomotives in the fleet.
- **Growth & Economic Opportunities:** Stimulate line haul growth through new customers and railroad operation enhancements.

INITIATIVES:

- **Strategic Plan:** Refresh Tacoma Rail's Strategic Plan for 2027 - 2032.
- **Apprentice Program:** Implement new Railway Conductor Apprentice Program.
- **Locomotive Modernization:** Deploy tier 4 locomotives.

TACOMA PUBLIC UTILITIES

2026 STRATEGIC PLAN

TERMS

WHAT IS A MISSION STATEMENT?

Our mission statement explains why we exist.

WHAT IS A VISION STATEMENT?

Our vision statement describes our desired future.

WHAT DO THE VALUES MEAN?



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.

WHAT DO THE OBJECTIVES MEAN?

Our objectives provide measurable outcomes over the next three to five years to achieve our vision. The divisions have their own unique objectives that support our shared vision.

Employee Experience:

Create a safe, respectful workplace that fosters engagement, appreciation and a sense of belonging.

Customer Experience: We demonstrate compassion and equity in every interaction ensuring our customers and communities are understood, valued, and empowered.

Operational Excellence:

Optimize processes and increase efficiencies to maintain responsible and sustainable rates.

HOW WILL WE ACHIEVE OUR OBJECTIVES?

Each TPU objective has supporting initiatives that will help us prioritize our work for the next one or two years. Initiatives will shift over time as we work to achieve our vision. The divisions will continue to have their own unique initiatives that tie back to division objectives, which in turn support our shared vision.





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