



City of Tacoma

# Performance Evaluation

Jackie Flowers

Performance Period: August, 2018 to July, 2019

Evaluators: Tacoma Public Utility Board—Karen Larkin, Bryan Flint, Mark Patterson, Christine Cooley, Carlos Watson

Date: July 24, 2019

## Mission, Values, and City Strategic Goals

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### 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

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### Education

Ensure that Tacoma has talented and educated citizens with opportunities for lifelong learning.



### Equity & Accessibility

Ensure access, availability, and equitable distribution of resources to citizens.



### Livability

Ensure high-quality neighborhoods that are thriving and connected throughout the city.



### Economy & Workforce

Ensure a strong economy that provides growth and attracts and retains talent and opportunities.



### Civic Engagement

Ensure meaningful opportunities for community engagement and leadership for all Tacoma citizens.

## 2019/2020 Public Utility Board Priorities

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To be developed in collaboration with PUB as Strategic Directives are developed.

### **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.

Tacoma 2025 Focus Area: Government Performance  
 Public Utility Board Priority: pending PUB Strategic Directive work  
 TPU Director Focus Area: Resilience



Strategic Direction	Strategies	Comments	Performance
<p>Tacoma Public Utilities is a safe place for employees to work. TPU is prepared to handle emergencies due to catastrophic events.</p>	<p>1. Coordinate with General Government to develop safety organization structure that connects efforts at General Government with efforts at TPU. <i>Framework defined by July 1; Organization-wide structure active and functioning by December 31.</i></p>	<p>This coordination effort has been exceptional. The culture of safety at TPU has been transformed for the better. Working collaboratively with General Government will make for a long-lasting anchor to the culture change.</p>	<p>Exceptional performance</p>
	<p>2. Enhance TPU wide safety culture</p> <ul style="list-style-type: none"> <li>a. 95% of all managers and supervisors of high risk exposure employees complete the Supervisor Training in Accountability &amp; Recognition Techniques (S.T.A.R.T) by July 1.</li> <li>b. 90% of high risk exposure TPU employees (currently 670 total) scheduled for training complete the Safety Culture Excellence Workshop training by December 31.</li> <li>c. Establish a formal TPU Safety Communication Plan for the 2019 Safety Objectives by the end of July 1.</li> <li>d. Approve sustainability plan for long term continuity of Safety Culture training by the December 31.</li> <li>e. Implement two new leading indicators to improve safety performance. Each TPU division will document a process and begin reporting on 1) Senior Leadership site visits and 2) Corrective</li> </ul>	<p>The Director hit the ground running, and was able to take this on in addition to integrating into the culture herself. The effort far exceeds expectations, and the Director's leadership has made it possible.</p>	<p>Exceeds expectations</p>

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *pending PUB Strategic Directive work*

TPU Director Focus Area: Resilience



	<p>Actions status and completion <i>by December 31.</i></p>		
	<p>3. Identify and pursue two high priority initiatives that will enhance comprehensive TPU emergency response capabilities <i>by December 31.</i></p>	<p>This is a multi-party effort that will take time. This goal is on track. Progress is being made and should continue with more integration between divisions.</p>	<p>Achieves expectations</p>

Tacoma 2025 Focus Area: Government Performance  
 Public Utility Board Priority: pending PUB Strategic Directive work  
 TPU Director Focus Area: Resilience



Strategic Direction	Strategies	Comments	Performance
Tacoma Public Utilities uses technology to improve services and keep utility rates low.	1. Assist Policy Makers in developing and executing strategic direction for Click Network! <i>by December 31</i> <ul style="list-style-type: none"> <li>• Implement strategies to maintain customer base during transition.</li> <li>• Develop governance structure.</li> <li>• Manage workforce transition.</li> </ul>	The Director joined the organization amid a complex problem with the utility's network assets. She has demonstrated a thorough understanding of the issue, grace with the team and employees, and a keen desire to include the community. The community outreach done on Click! early in the Director's tenure was well executed and supported by the Director. She has led a proactive effort to bring a positive resolution that meets the 12 policy goals set by the Board and City Council.	Exceeds expectations
	2. Oversee preparation work, including customer outreach, necessary to begin meter deployment in 2020 for the AMI (Advanced Metering Infrastructure) project.	The Director's personal past experience in this kind of change is a valuable asset for this on-going project. The Director has responded to public concerns and questions in a positive and productive manner. The project is set up much better for success with regard to customer engagement. The presentations at the evening study sessions are a very good step, and are creating visibility of the AMI project into the community.	Exceeds expectations
	3. Identify priority strategies from the Digital Transformation Roadmap for implementation with particular focus on customer facing initiatives <i>by December 31</i> .	The Director's enthusiasm for this initiative is contagious. She leads with her care for the customers. This is an innovative effort that is evidence of a forward-thinking utility. The implementation of AMI is well-coordinated across multiple divisions with a customer focus lens.	Exceeds expectations

## Tacoma 2025 Focus Area: Equity & Accessibility

Public Utility Board Priority: *pending PUB Strategic Directive work*

TPU Director Focus Area: **Equitable Access**



Strategic Direction	Strategies	Comments	Performance
<p>Tacoma Public Utilities is recognized as an exceptional organization in the areas of equity and accessibility.</p>	<p>1. Budget for satellite OEHR office at TPU <i>by January 1.</i></p>	<p>The Director’s focus and actions on equity and accessibility are outstanding. She recognizes potential issues where others may not have the same sensitivity and she takes appropriate actions. She has creative, new ideas on how TPU and General Government can continue to improve in this area.</p>	<p>Exceptional performance</p>
	<p>2. Coordinate with General Government on the hiring of lead OEHR/TPU employee <i>by January 1.</i></p>	<p>The Board appreciates the Director’s commitment to this effort, in a way that reveals the priorities of the organization.</p>	<p>Exceptional performance</p>
	<p>3. Support development and implementation of OEHR satellite office at TPU:</p> <ul style="list-style-type: none"> <li>a. At least 25% of TPU staff will complete Equity 101 Training <i>by December 31</i>, including all Executives and their Senior Leaders.</li> <li>b. Establish a committee of TPU employees that will coordinate with the Office of Equity and Human Rights, report to the Executive Leadership Team, <i>by July 1.</i></li> <li>c. Coordinate with TPU/OEHR committee in development of a TPU Equity and Empowerment Strategic Action Plan <i>by December 31.</i></li> <li>d. Identify strategies to review equity in customer program participation <i>by December 31.</i></li> </ul>	<p>Having attended Equity 101 training with both General Government and TPU staff, the Board sees the commitment this initiative has from the very top of the organization. Executive leadership introduces the training and makes it very clear this is an organizational priority.</p>	<p>Exceeds expectations</p>

## Tacoma 2025 Focus Area: Equity & Accessibility

Public Utility Board Priority: *pending PUB Strategic Directive work*

TPU Director Focus Area: **Equitable Access**



	<p>4. Develop overarching objectives for diversity and inclusion in OEHR/TPU strategic plan (1c) including key areas of focus <i>by December 31.</i></p>	<p>This work is well underway. The Director shows a clear understanding and support for the Equity and Inclusion Strategic Directive. She took it to an operational level quickly.</p>	<p>Exceeds expectations</p>
	<p>5. Increase BCAP to either \$1,000,000 in bill assistance or 2,000 households participating <i>by December 31, 2020.</i></p>	<p>There is significant movement in the outreach and engagement of our payment-challenged customers. While this initiative started its movement under the interim Director, the current Director has wholeheartedly embraced it.</p>	<p>Exceeds expectations</p>
	<p>6. Support implementation of the Workforce Connect project and associated organizational change management.</p>	<p>The Board is satisfied with the progress to date.</p>	<p>Achieves expectations</p>
	<p>7. Raise senior leader awareness of customer circumstance with respect to income constraints by conducting a poverty simulator <i>by October 31.</i></p>	<p>This is a great idea, that should continue to grow its reach. The Board recognizes the Director's commitment to this effort.</p>	<p>Achieves expectations</p>



Tacoma 2025 Focus Area: Economy and Workforce  
 Public Utility Board Priority: pending PUB Strategic Directive work  
 TPU Director Focus Area: Economic Development



Strategic Direction	Strategies	Comments	Performance
TPU is an innovative regional partner, engaged with the communities it serves.	1. Examine policy and procedure and identify potential modifications to reduce barriers to economic development and redevelopment opportunities important to City of Tacoma and franchise cities <i>by December 31.</i>	The Director’s focus on Economic Development, coordination with General Government, and outreach to the community exceeds expectations. She has a positive approach to TPU support of this goal with a mutual goal of increasing and stabilizing the utility’s customer base while supporting the overarching goals of the communities we serve. This is a balancing act and will require analysis of cost and benefits to TPU customers.	Exceeds expectations
	2. Collaborate with anchor education institutions to identify strategies to build workforce K to career talent pipeline. Initiate action to implement two strategies <i>by December 31.</i>	This is a long-term effort that will take time and planning. The Director understands the value and importance of this goal in achieving future workforce equity.	Achieves expectations
	3. Evaluate and identify TPU wide intern programs (including Veteran VIP) and identify strategies to enhance intern experience and connect hiring strategies to overall K to career talent pipeline <i>by December 31.</i>	The Director is working with Human Resources to coordinate the effort. The Board is satisfied with the progress to date.	Achieves expectations
	4. Formalize stakeholder engagement framework necessary to guide TPU outreach and inform the Board regarding policies, strategic direction, or projects <i>by December 31.</i>	Creating a formal process that gives stakeholders a meaningful opportunity for input without creating additional bureaucracy is a challenge. The Director recognizes this challenge and respects the desire to have a structure for the future that assures ongoing public participation in shaping TPU's future. It is a sign of vision, community connectedness, and leadership.	Achieves expectations

Tacoma 2025 Focus Area: Livability

Public Utility Board Priority: pending PUB Strategic Directive work

TPU Director Focus Area: Environmental Stewardship



Strategic Direction	Strategies	Comments	Performance
TPU desires to be a leader in environmental stewardship working to mitigate impacts and promote strategies that enhance the livability of the communities it serves.	1. Develop and implement community outreach plan related to Environmental Action Plan initiatives completed <i>by December 31.</i>	The Director recognizes the utility's role in being an environmental leader. She is learning where the utility is in its many various environmental efforts and has fully studied the City's environmental action plan.	Achieves expectations
	2. Identify opportunities to participate in local (City of Tacoma and franchise city) events to raise awareness about energy and water conservation programs <i>by July 1.</i>	The Director has participated in multiple events. The Director should continue to nurture creative staff efforts in support of conservation.	Achieves expectations
	3. Identify three key transportation decarbonization strategies <i>by December 31.</i>	Legislation passed, van pool acquired, planning in the works. TPU is headed in the right direction. The Board is looking forward to see how this effort is staffed and integrated into our long-range planning efforts.	Achieves expectations

Tacoma 2025 Focus Area: Government Performance  
 Public Utility Board Priority: *pending PUB Strategic Directive work*  
 TPU Director Focus Area: Collaboration



Strategic Direction	Strategies	Comments	Performance
TPU is a high performing organization with clearly articulated Board governance processes and Director performance expectations.	1. Continue to build and enhance positive working and collaborative relationship with Public Utility Board.	The Director has done a fantastic job with the Board: The onboarding of new Board members, setting up issues for informed decision-making, and getting the Board focused on high level policy through the retreat and Strategic Directive process.	Exceptional performance
	2. Map out development process for Principles of Board Governance in key areas and identify existing policies and/or resolutions germane to the process <i>by July 1</i> .	The Director brought in resources and developed a plan that will support this and future boards in understanding roles and responsibilities.	Exceeds expectations
	3. Develop six Strategic Directive policies for Board Approval <i>by December 31</i> .	The Director has supported the Board in developing for the first time overarching Board policies that will set the direction for the utility. While this is a work in progress and its success lies both with the Board and the Director, the Director’s work has helped the Board organize its thinking and provide more cohesive direction.	Exceeds expectations

Tacoma 2025 Focus Area: Government Performance  
 Public Utility Board Priority: pending PUB Strategic Directive work  
 TPU Director Focus Area: Collaboration



Strategic Direction	Strategies	Comments	Performance
TPU is a fiscally responsible organization.	1. Develop, present, and gain approval of FY19/20 biennium budget and rates in comprehensive process involving the Board and City Council <i>by January 1</i> .	The Director joined TPU after most of the budget process was complete. She worked diligently to bring herself to a thorough level of understanding. Her presentations demonstrated how quickly she gained full understanding.	Achieves expectations
	2. Present FY19/20 biennium budget and rates to community including franchise cities through an expansive and extensive outreach process <i>by January 1</i> .	The Director has shown that she will do whatever it takes for community outreach. There were long, late, and many needed appointments to communicate this message, and the Director was enthusiastic throughout. Her personal attendance at community meetings was noted by many.	Exceeds expectations
	3. Identify strategies to keep rates low and prioritize initiatives to pursue and track success <i>by December 31</i> .	This is a longer term effort. The Board looks forward to progress that is to come.	Achieves expectations
	4. Maintain competitive rates for utility services.	There has not yet been much of an opportunity for the Director to work on this strategy.	Achieves expectations

Tacoma 2025 Focus Area: Government Performance  
 Public Utility Board Priority: pending PUB Strategic Directive work  
 TPU Director Focus Area: Collaboration



Strategic Direction	Strategies	Comments	Performance
The workplace culture at TPU is engaging, collaborative, and supportive.	1. Conduct extensive community outreach and stakeholder engagement in first 100 days of employment.	The Director’s engagement with multiple community and stakeholder groups has been exceptional. She committed to this goal early, and her performance was remarkable. She didn't just show up, she engaged and left a positive impression wherever she went. She has excellent active listening skills, and can think critically on her feet to find common ground. The effort has been noticed in the community. The level of trust is at a higher level.	Exceptional performance
	2. Identify strategic areas of focus to support City’s Vision 2025 by January 1.	The Director read the 2025 plan before she interviewed for the position, and has kept her eye on it ever since. The integration with the City’s plan and the collaboration between General Government and TPU have been transformative.	Exceptional performance
	3. Identify specific actions for each strategic area of focus and an action plan to pursue initiatives by July 1.	The success of this is reflected in the areas of focus for this review and where the Director has put her focus.	Exceeds expectations
	4. Continue to build and enhance the positive working and collaborative relationship with the Mayor, City Council Members, and the City Manager.	Director Flowers has established a positive and collaborative working relationship with the City Manager and City Council. She is respected and trusted across all levels of General Government.	Exceptional performance
	5. Work with City Manager to ensure efficient and effective utilization of shared and/or complementary City	The Board is beginning to see the results of what is one city with TPU and General Government working hand in hand. The Director and the City Manager have created a	Exceeds expectations

Tacoma 2025 Focus Area: Government Performance  
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 TPU Director Focus Area: Collaboration



	resources and services in accordance with Prop 3.	great working relationship. It is very visible to employees and is setting a positive tone.	
	6. Participate in General Government Compensation and Classification Study.	This is an extremely important area for TPU to be fully and cooperatively involved with General Government. The Director understands potential conflicts that may arise and is prepared to address them.	Achieves expectations
	7. Participate in City’s Workforce Equity Study specific to TPU.	This is a way to operationalize a strategy directive that the Director has been an advocate for. Her leadership will lend a great deal to this effort.	Achieves expectations
	8. Implement strategies to address key findings from the employee survey. a. Select one priority initiative from the survey results and develop improvement plan for TPU-wide deployment <i>by July 1</i> . b. Set priorities for year two LEAD training focused on behaviors that reflect needs identified by survey results <i>by February 1</i> . c. 100% of managers and supervisors in such roles for 12 months in 2019 complete LEAD year two training <i>by December 31</i> .	There has been a well-organized process to ensure that the survey results are used to their maximum potential. The Director demonstrated her understanding of not just asking for employee feedback but acting on that feedback in a positive manner.	Exceeds expectations
	9. Analyze organizational structure around organizational efficiency and span of control. Determine where opportunities exist and develop a plan	The Director is making appropriate progress on this strategy.	Achieves expectations

Tacoma 2025 Focus Area: Government Performance

Public Utility Board Priority: *pending PUB Strategic Directive work*

TPU Director Focus Area: Collaboration

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	to address priority items <i>by December 31.</i>		
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## TPU Director Competencies

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

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## Overall Rating and Comments

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### Overall Rating

Exceptional performance

### Comments

The Director joined TPU fully prepared to establish a culture of trust, innovation, and high quality of work. She has set insightful goals for the organization, and delivered on them. The Director has brought remarkable leadership to the organization. She cultivates an atmosphere where employees can do their best.

The Director's respect for the Board and City Council as policy leaders is evident. She has become a well-respected leader in the community in a short time.