

TACOMA PUBLIC UTILITIES
Self-Evaluation of Director of Utilities (2015)

Explanations and Directions Performance Evaluation as Team Building

If an evaluation is to be, in the truest sense, a means of team building, certain conditions must prevail. The two processes must be compatible and interrelated in the following ways:

1. Evaluation is basically a means, not an end in itself.
2. The trust level between the employee and evaluators must be high.
3. The roles must be clearly indicated and accepted.
4. Expectations are defined by standards of performance.

Definition of Roles

Public Utility Board

1. Conduct annual assessments of performance of the Director.
2. Respect the management prerogatives of the Director.
3. Assess in general terms except to cite needed improvements or commend exemplary performance.

Director of Utilities

1. Accepts the need for an annual evaluation.
2. Supports the scope and thrust of the evaluations.
3. Expects the evaluations to adhere to the established procedures for evaluating the performance of the Director.
4. Recognizes and respects the policy role of the Board.

Pre-determined Performance Standards

A performance standard is defined as a condition that will exist when a responsibility or function is successfully performed. It is essential that a performance standard be established, at the outset, for each of the major areas of responsibility of the Director. This is necessary in order to use the rating scale effectively. Performance will be considered effective in an area of responsibility when a majority of the performance standards have been successfully fulfilled.

Major Areas of Responsibility

It should be reiterated that in determining the appropriate level of expectations, actual performance must be measured in relation to the indicated standard of performance in the eight major areas of responsibility. Descriptors as provided under each clarify the meaning and content of the area; however, the evaluation is made of the major area.

Rating Symbols

Rating symbols are used to make assessments; and these symbols fall into three main categories:

- 1 = Below Expectations (performance has been below reasonable expectations)
- 3 = Meets Expectations (performance has attained a level of reasonable expectations)
- 5 = Exceeds Expectations (performance has been above reasonable expectations)

As indicated earlier, without more precise definition of the term "expectations", it is possible that ambiguity will result in the use of the term. In order to help avoid this possibility, the concept of performance standards is used.

It will be noted that in connection with each area, a performance standard is stated, including the condition that has to be met in order to decide the extent to which the "expectations" have been met.

PURPOSE

In order to establish and maintain effective Board-Director relations, it is essential that there be an ongoing evaluation process that offers an opportunity for each party to review the performance of the Director. This evaluation should focus on how effectively the Director is accomplishing established goals and how she/he is carrying out her/his responsibilities in key performance areas.

Specifically, the evaluation should serve the following needs:

- (1) Allow the parties to test, identify, and refine their respective roles, relationships, and expectations of responsibilities to each other.
- (2) Allow discussion of the Director's strengths and weaknesses as demonstrated by past performance with the objective of increasing the Manager's effectiveness; that is, give the Board the opportunity to provide positive feedback in areas that have been handled well and to clarify areas where the Director could become more effective through improved performance.

PROCESS

- (1) The Director completes the Self-Evaluation Form by the end of each calendar year.
- (2) In January of each year, each Board member receives a copy of the evaluation form and the completed Director Self-Evaluation Form.
- (3) Each Board member completes an evaluation form, signs it, and returns one copy to the Chair of the Board.
- (4) The Chair tabulates the results of the evaluation forms.
- (5) The composite evaluation of the Board, along with the Director's Self-Evaluation Form, are distributed by the Board Chair to the other Board members prior to the executive session evaluation meeting. A copy of the composite evaluation as well as a list of each member's ratings and comments is provided by the Chair to the Director prior to the evaluation meeting.
- (6) The Board meets with the Director in executive session to review the evaluation.
- (7) The operating ground rules shall be established by the Board for the executive session including, but not limited to, such considerations as location, time, or time considerations for any particular subject matter.
- (8) The Board's evaluation process shall begin in January of each year, except that the Board may require an additional evaluation at any time during the year.
- (9) Following the evaluation, the Director shall present to the Board any requests regarding changes to the Employment Agreement including salary adjustments with the Council-authorized "Executive Salary Schedule."
- (10) At the executive session, the Board Chair shall also solicit additional adjustment suggestions from the Board members. At any point during the executive session, the Board may choose to excuse the Director from deliberations regarding these items. Following the reaching of a majority consensus on any adjustments, the Board shall inform the Director of its pending decision in executive session and then reconvene in open session to ratify the changes.

INSTRUCTIONS

Attached is the evaluation form for the Director of Utilities. It encompasses nine major areas of responsibility.

The rating system for key performance areas has been established for a 1 (fails to meet standards), a 3 (meets standards), or a 5 (exceeds standards) determination by the evaluator.

A space has been provided for each performance area to include your comments. Each person preparing the form is encouraged to select specific examples of why a particular rating has been chosen. The comments included should give the Director enough information to correct problem areas and allow her/him to place specific items on her/his work plan for the following year.

Upon completion of the form, please return it to the Board Chair for tabulation.

MAJOR AREAS OF RESPONSIBILITY

- I. Organizational and Human Resources Management
- II. Fiscal/Business Management
- III. Program Development and Follow-Through
- IV. Relationship with the Board/Council
- V. Long Range Planning/Strategic Plan
- VI. Relationship with Public/Public Relations
- VII. Intergovernmental Relations
- VIII. Professional/Personal Development

I. ORGANIZATIONAL AND HUMAN RESOURCES MANAGEMENT

RESPONSIBILITY

- Plans and organizes the work that goes into providing services established by past and current decisions of the Board.
- Plans and organizes work that carries out policies adopted by the Board and developed by Staff.
- Plans and organizes responses to public requests and complaints or areas of concern brought to the attention of the Staff by City Council and Board and Staff.
- Evaluation and keeping up with current technology.
- Selecting, leading, directing, and developing staff members.

PERFORMANCE STANDARD

- Well qualified, promising persons are recruited and employed.
- Effectively utilizes subordinates' skills when delegating and clearly defines and follows up on delegated responsibilities.
- Employees are appropriately placed contributing to a high retention rate.
- Supervisory techniques motivate high performance.
- Complaints to Board and City Council are not common.
- The organization is aware of new trends in technology.

Rating: ___ 1 (Below Expectation)
 ___ 2
 ___ 3 (Meets Expectations)
 ___ 4
 __X_ 5 (Exceeds Expectations)

Board Rating: 5, 5, 3, 4, 4

CEO Self-Evaluation:

2015 Director Business Unit Goal 1: Power Superintendent Succession:
Recommend a capable replacement for the retiring Power Superintendent.

Early in 2015, in consideration of the planned retirement of Ted Coates, a recruitment and selection process was conducted for the Power Superintendent position utilizing the services of a well regarded utility industry executive recruiter. From an initial screened list of internal and external applicants, four very well qualified candidates were selected for interviews. Following a rigorous committee based evaluation process, former Power Manager Chris Robinson was selected by the Director and confirmed by the Public Utility Board as the new Power Superintendent, effective in May of 2015.

2015 Director Business Unit Goal 9: Emergency Response Coordination: Broaden emergency response planning amongst entities.

A cross-organizational team was formed in 2015, led by an experienced emergency planner. A review of the 30+ existing emergency plans for TPU divisions was completed, and capabilities and gaps were determined. A draft of an over-arching, TPU-wide Continuity of Operations Plan (COOP) was developed, and related training is underway in preparation for the region-wide Cascadia Rising exercise in the Spring of 2016.

2015 Director Business Unit Goal 10: TPU Level Performance Metrics: Develop TPU level metrics for regular reporting to the Utility Board and Management.

Following up on longstanding management team intentions, as well as recommendations from the Ten Year Management Review, a chartered internal team developed a TPU level performance metrics and benchmarking program. The program reflects input received at the Board retreat in October, 2015. The final program was presented to the Board late in 2015, and to the City Council early in 2016. The metrics will be updated and presented to the Board quarterly, and will be reviewed periodically to ensure they are kept current with TPU's ongoing operations.

In 2014, a Ten-year Management Review of the TPU utilities was conducted, as provided for by the Tacoma City Charter. The Management Review report was completed in November 2014, and reflected favorably on TPU. The top-line finding was "This management review determined that TPU as a whole, and its individual operating utilities, are performing well". Anecdotal feedback from the consultants included mention of significant improvements in TPU's management performance since the last review in 2003. The review produced 37 recommendations, for which TPU management produced and prioritized implementation recommendations. By late 2015 11 of the 37 recommendations had been implemented, 24 were in progress, and 2 were deferred.

2015 was the sixth year during which the performance of all TPU employees (represented and non-represented) was evaluated both against performance criteria established for the City wide personnel evaluation program, and against individual goals developed through TPU's annual planning and goal-setting process. This evaluation process serves as an important management and personnel development tool, and can serve as the basis for a future performance based compensation program for non-represented employees.

To better tie together TPU's strategic planning efforts with its annual goal setting and employee evaluation processes, both Power and Water continued use of 'balanced scorecard' practices in 2015. These structures help translate strategic objectives into business unit goals, provide better 'line of sight' for employees, and provide mechanisms to track progress toward those goals throughout the year.

Board Comments Refined after Director's Response

As part of the 2015-16 budgeting process the Director and the City Manager jointly recommended, and the City Council approved, a two-step salary adjustment process which will restore non-represented employees to market pay levels by 2016. These adjustments are welcome and necessary, following a five-year freeze on non-represented salaries.

TPU continued its formal Succession Planning program, with succession plans in place at the Superintendent and Section Manager level in all organizations, and also at the Assistant Section Manager level in Tacoma Power. During 2014, we completed transition of the succession planning program from consultant support to internal support. In 2015, the readiness of an internal candidate for the Power Superintendent position demonstrated the value of the Succession Planning program.

TPU's Total Quality and Change Management programs continue to produce business process improvements at all levels of the organization. Employee teams were employed in development of the TPU metrics program, the lobby remodel project, and numerous other internal projects.

TPU conducted its third annual all-employee survey in 2015. The response rate was 76% of all TPU employees. In Tacoma Power for example, 81% of employees rated their overall satisfaction with their employment at TPU as "Agree or "Strongly Agree" on a scale from 1 to 5. The results of this survey are reviewed in detail by senior management, and utilized to address common themes. The current focus is on employee engagement, the first-line supervisor – direct report interface, and on further improving employee communications.

Comments/Concerns/Recommendations of Individual Board Members:

The appointment of Chris Robinson was a positive outcome of TPU's long-term attention to successful succession, a process supported and promoted by the Director.

The completion of a set of TPU-level metrics was a thoughtful process in which the Director had detailed involvement. This Board Member thinks of this as a work in process that will require further consideration and revisions by the Director and Board to be truly useful.

This Board Member would like to see an update discussing the 37 recommendations of the 10 year Management Review, including an analysis of the effect / value of the recommendations as implemented and recommendations for further changes.

Included in the 2015 budget process, the Director with the assistance of the City Manager, approved a wage increase for non-represented employees. The wage increases were welcomed and necessary, following a five-year wage freeze for the non-represented employees.

Board Comments Refined after Director's Response –

The Director successfully implemented a formal Succession Program to maintain readiness for Senior Management vacancies. Experienced individuals from both inside and outside TPU were recruited and hired for sensitive Senior Management positions without a drop in service.

A large majority of the utility's employees are represented by labor unions. While there is an understandable tension between management and the union leadership, the Director can and should establish an underlying tone of openness and respect for the union's role and relationship with its represented employees. The Director needs to work to build a more collaborative and positive working partnership with the unions for the good of the utility.

In addition to the very positive hiring of Chris Robinson as Power Superintendent, a number of well-placed hiring decisions both from inside, and from outside the organization were made in 2015. The succession-planning program has set a positive culture within the organization.

It is good to see that the emergency management response coronation was initiated, however this Board member remains concerned at the pace at which the program is being developed.

Director Gaines has cultivated a culture of pride and high performance standards.

Employees of TPU hold themselves to the highest standards possible, and are keenly aware of their responsibilities to ratepayers.

The selection and hiring process following Ted Coates' retirement was seamless and did not affect operations or the Utility product.

Appropriate employee placement has contributed to extremely high satisfaction of the Business / commercial utility stakeholder.

In agreement with one of the City Council members, opportunity still lies in further developing a "liaison" position between TPU and City Council.

II. FISCAL/BUSINESS MANAGEMENT

RESPONSIBILITY

- Plans and organizes the preparation of an annual budget with documentation etc. that conforms to guidelines adopted by the Board and City Council.
- Plans, organizes, and administers the adopted budget with approved revenues and expenditures.
- Plans, organizes, and supervises most economic utilization of manpower/materials/machinery.
- Plans and organizes a system of reports for the Board that provides most up-to-date data available concerning expenditures and revenue.
- Plans and organizes maintenance City-owned facilities, buildings and/or equipment.

PERFORMANCE STANDARD

- Budget preparation and management are thorough and effective.
- Cost-effective measures are persistently pursued.
- Financial reporting is timely and readily understandable.
- Physical facilities management is efficient.
- Maintain competitive rates for utility services

Rating: ___ 1 (Below Expectation)
 ___ 2
 ___ 3 (Meets Expectations)
 ___ 4
 X 5 (Exceeds Expectations)

Board Rating: 5, 5, 4, 5, 5

CEO Self Evaluation:

2015 Director Business Unit Goal 2: Lead the organization to ensure sound financial performance.

During 2015, all divisions implemented the spending, financing and rate-setting plans developed during the 2015-16 biennial budgeting process. Power utilized approximately \$120 million of cash reserves to defease a series of long term bonds, thereby bringing its cash reserves and its debt service coverage ratio into better alignment with rating agency scoring criteria, and assuring a continuation of its AA credit rating. Power put in place two revolving credit facilities to replace the necessary cash reserves. Elimination of debt service payments associated with the bond defeasance also reduced the rate increases that would otherwise have been required in 2015-16. Water's utilization of its asset management program in connection with it 2015-16 budget development resulted

Board Comments Refined after Director's Response

in a significant decrease in capital budget requirements. This, coupled with a plan to spend down cash reserves over the next few biennia, minimized rate increases and resulted in a continuation of the AA rating. These results affirm the prior strategy of developing strong financial competence in these two utilities...

The effect of the economic downturn on TPU's operating utilities continued to abate during 2015. Permit applications for new Power and Water service increased. A number of potential new Power and Water business customers are considering locating in the service area. Rail began 100 car unit train service to U.S. Oil. In Power and Water, budget controls adopted during the recession were continued.

To aid and inform the Board, biennium-to-date actual financial reports and balance-of-biennium projections continue to be prepared and reviewed with the Board quarterly. Superintendents of the respective utilities report on plans and actions undertaken to manage within financial parameters. Beginning early in 2016, these reports will be augmented with a review of the newly developed TPU Performance Metrics. Reflecting conditions encountered during the operating year and careful fiscal management by our senior executives, both Power and Water ended 2015 with positive net revenues that exceeded planned levels. Rail's net revenues were below planned levels by a negligible \$0.7 million.

Again in 2015, TPU achieved a 'clean' opinion letter from Moss Adams, its external auditor, for all three of its operating utilities.

Comments/Concerns/Recommendations of Individual Board Members:

TPU continues to have a strong financial team and a focus on sound financial performance as a result of Director's personal involvement and emphasis.

This Board Member appreciates that the Director and the financial management team were not afraid to change the financial status quo with the bond defeasance and refinancing with lines of credit in Power. The effect of these changes provided continued strong financial planning and performance with the added demonstrable result of keeping power rates low.

This Board Member also appreciates that these steps were in part the Director's response to Board inquiries about how much financial strength (such as reserves) is really necessary, or at some point does conservative financial planning become too much of a good thing with a negative impact on rates at least in the short term.

With the Director's leadership, operation of the 2015-2016 continues to operate at a very high level. Division leaders ended 2015 with positive revenues above planned levels. TPU achieved a clean opinion form Moss Adams Auditing firm in 2015.

Board Comments Refined after Director's Response –

The Utility continues to maintain a strong financial position in all areas: Power, Water and Rail even given adverse weather conditions, low market prices and economic downturns beyond the utilities control. The divisions continue to manage expenditures within and below approved budget levels.

Work needs to be done in financial reporting that make TPU's financial positions with regards to; individual divisions' revenues, expenditures (both O&M and capital) and reserves, clear and understandable to the public.

TPU and Director Gaines' financial results are widely respected by the federal government, utility industry professionals and utility organizations throughout the country.

Several community leaders/commercial stakeholders verbally shared their pride and knowledge that TPU is regarded as "the best run utility in the country" in large part due to its credibility, consistent strong financial results and high credit rating.

Many commercial customers credit their ability to provide jobs and contribute to community growth to the financial stability of TPU and their confidence in Director Gaines' ongoing implementation in cost effective measures and 100% clean audits.

III. PROGRAM DEVELOPMENT AND FOLLOW THROUGH

RESPONSIBILITY

- Plans and organizes on-going services to TPU customers.
- Plans and organizes work involved by Board and Staff and the reporting of the results of analysis.
- Maintains knowledge of current and innovative trends in the area of services being provided by comparable utilities, and incorporates that knowledge.
- Plans and organizes work assigned by the Board so that it is completed with dispatch and efficiency.
- Plans, organizes and supervises implementation of programs adopted or approved by the Council.

PERFORMANCE STANDARD

- Ongoing programs and services are fully responsive to customer needs.
- Monitoring procedures are in place and functioning well.
- Measurable outcomes (to the extent possible) are used to determine success in programs planning.
- The Director can be depended upon to follow through.
- Makes most effective use of available staff talent.

Rating: ___ 1 (Below Expectation)
 ___ 2
 ___ 3 (Meets Expectations)
 X 4
 ___ 5 (Exceeds Expectations)

Board Rating: 4, 4, 3, 4, 4

CEO Self Evaluation:

2015 Director Business Unit Goal 3: Port of Tacoma Business Development: Oversee TPU's partnership with the Port of Tacoma to implement the Seaport Alliance.

Tacoma Rail collaborated with Port officials as the Seaport Alliance was being developed. Rail has a permanent position occupied in the Alliance's operations control center, and the Port relies on Rail's expertise regarding operational matters, rail infrastructure development, relations with the Class I railroads, etc. The Director and Rail Superintendent meet quarterly with the Alliance CEO to discuss logistics, business development and other matters.

2015 Director Business Unit Goal 5: Efficient Power Supply: Plan for and manage a reliable, efficient and cost effective power supply portfolio.

Power's Integrated Resource Plan (IRP) was revised and updated, and was adopted by the Utility Board late in 2015. The process included significant public and stakeholder involvement. The IRP continues to rely on energy conservation as the primary resource strategy. The biennial Conservation Plan was similarly updated to reflect past accomplishments and new opportunities. Once again, Power exceeded its annual energy conservation target in 2015. The energy conservation group received the "Leadership in Energy Efficiency Award for Innovation" from the Northwest Energy Efficiency Alliance (NEEA) for the ductless heat pump research project at Habitat for Humanity's Golden Givens housing development.

2015 Director Business Unit Goal 6: Changing Wholesale Power Markets: Engage in development of and be prepared to adapt to the proposed NWPP Energy Imbalance Market (EIM).

The focus of this project evolved considerably in 2015. The Director continued to co-chair this regional effort, along with the CEO's of Bonneville Power Administration and Portland General Electric Co, and was able to significantly influence the project. The objective was to develop a new centralized, automated within-hour wholesale power market (known as an Energy Imbalance Market (EIM)), to better integrate wind generation and other renewable resources. Such a market would represent significant change for the Pacific Northwest, and in addition to design of the market part of the effort focused on mitigating regulatory and governance/control risks. Tacoma Power staff provided ongoing analysis and participation in regional committee work. However, as a go / no-go decision point approached late in 2015, certain key regional utilities elected to withdraw from the project, resulting in a loss of 'critical mass' and a decision to abandon the regional market development effort. Attention has now turned to potential interface with the planned regional expansion of the California ISO market.

2015 Director Business Unit Goal 7: New Agreement with Major Customer: Execute renegotiated or extended agreement between RockTenn and Tacoma Water.

Tacoma Water worked with its largest customer, RockTenn, toward a new long term water sales agreement. Ultimately, it was mutually determined that a multi-year extension of the current agreement would best serve the parties' needs while RockTenn adapts to changes resulting from its recent merger.

2015 Director Business Unit Goal 8: Green River Filtration Facility: Complete physical facilities and transition to full operation of the Green River treatment plant.

Tacoma Water's Green River filtration project was completed on time and significantly under budget. In December of 2014, filtered water began to be delivered into Tacoma Water's two main transmission pipelines. A dedication ceremony was held in May of 2015 at the project site. Tuning of the plant's processes and control systems continues.

Board Comments Refined after Director's Response

Power has put a high level of effort into improving its NERC / WECC grid reliability compliance program. This program is in response to Federal regulations re: both physical and cyber-security of the Nation's power system. Numerous compliments and no adverse findings have been received from WECC audit staff on the program during the biennial audit process early in 2016.

Implementation of Tacoma Power's energy risk management program continued during 2015. A new risk manager was brought on board late in 2014, and has initiated development of new energy risk analytical software. A review of TPU's energy risk management policies and procedures was also initiated during 2015.

TPU is working collaboratively with the City of Tacoma on an automated electronic records management project known as TIMS. The project will formalize records retention procedures and schedules, and utilize SharePoint software to archive and simplify retrieval of records.

Comments/Concerns/Recommendations of Individual Board Members:

There are so many initiatives, programs and projects. This Board Member would still like to see the development of some kind of summary list or scorecard to help the Board keep track of progress.

The Port / Rail relationship promoted by the Director and the Rail Superintendent is positive both regarding Rail's business and as a useful and visible community development activity – at least visible among community business and government leaders.

The IRP / Conservation Plan are always impressive documentary evidence of priorities, goals, resources and analysis. Even though these are required by law, this Board Member appreciates the Director and his staff making these documents readable and genuinely useful to TPU, the Board, the City Council and the public.

The changing Power wholesale markets probably requires a more detailed Board update, perhaps separately from Power's strategic plan so there is more time. I suspect this topic should also be shared with the City Council.

TPU continues to work closely with Community assets and government agencies to provide excellent service and programs for a diversity of customers.

The Director is to be commended on the successful completion of the first community solar projects. We need to strengthen and continue to add to conservation resources through addressing multifamily dwelling units and supporting street light conversion to LEDs. I would like to see the Director bring forward additional green power and

Board Comments Refined after Director's Response -

conservation programs and projects for the Boards consideration that not only meet minimum regulatory requirements but make TPU a leader in this area.

The Director has supported economic development in the community through individual projects and participation in economic development organizations. I would like to see additional work done in developing proactive, comprehensive programs and projects to support economic development in the Utilities' service areas, such as reviewing permit and connection fees and charges, developing new programs such as, an infrastructure modernization fund to support major economic development projects and programs.

The Board needs to be engaged at the development stage of major policy and project decisions to help frame the questions and criteria for evaluation of the alternatives. In addition to earlier Board input, we also need more frequent updates and realistic options on major programs such as AMI, support for electric vehicles, etc.

The Director is to be commended on improved relationship with the Port of Tacoma and support in the implementation of the Seaport Alliance. In addition the IRP was very well done and presented in a format that was understandable to the non-technical public.

The implementation of community solar was a significant positive step in 2015. It is an opportunity for Tacoma Power to begin to show its leadership in developing new renewable resources and engaging the community in the support of technologies that address climate change.

Tacoma Power has an opportunity to be a regional leader on the support of electric vehicles, however the organization struggles to find its place in fostering the use of electric vehicles. The effort would benefit from policy direction from the Board and more attention from management in developing programs for the future.

Director Gaines' development of ongoing programs has led to increased customer satisfaction and knowledge of the TPU portfolio.

Clients of the Economic Development Board of Tacoma-Pierce County (TPU Commercial Customers) consistently expressed their satisfaction with TPU customer service and the ease in which they can attain consistent reliable power. This stakeholder voice is not one often heard from, but is just as important as any.

TPU continues to provide programs and services that are fully responsive to the commercial stakeholder's needs. Director Gaines has continued to implement programs and services to respond to these customer's needs and feedback despite some elected officials' viewpoints to the contrary that could financially impact these customers.

IV. RELATIONSHIP WITH BOARD AND COUNCIL

RESPONSIBILITY

- Maintains effective communication both verbal and written, with Board.
- Maintains availability to Board, either personally or through designated subordinates.
- Establishes and maintains a system of reporting to Board current plans and activities of the Staff.
- Plans and organizes materials for presentations to the Board, either verbally or written, in the most concise, clear, and comprehensive manner possible.

PERFORMANCE STANDARD

- Reports, presentations and recommendations are clearly and convincingly made.
- Facilitates Board action, including adoption of ordinances, agenda preparation, and provides information and background required by the Board and City Council.
- Communications are made in a timely, forthright, and open manner.
- Keeps all Board Members well informed and involved on issues that should be addressed or monitored for possible action.
- Responses to requests are made promptly and completely.
- Recommendations appear to be thoroughly researched.
- Demonstrates what he says can be accepted at face value.
- Maintains respect for Council, takes a consistent position and holds confidences.
- A system is in place to report to Council current TPU plans, activities, and events.
- Where feasible, presents alternate recommendations to the Board and City Council.
- Complies with all provisions of the Board-Council MOU.

Rating: ___ 1 (Below Expectation)
 ___ 2
 ___ 3 (Meets Expectations)
 X 4
 ___ 5 (Exceeds Expectations)

Board Rating:
 TPU Board: 4.5, 4, 2, 3.5, 4
 City Council: 3.5, 3.5, 1, 3.5, 4

CEO Self Evaluation:

2016-17 Director Business Unit Goal 11: Mayor and City Council Relations: Strive for mutual understanding of City Council desired goals and outcomes through regular, open, candid, timely communication with the City Council.

This goal was established in late in 2015, for evaluation in 2016 and 2017. However, some early progress has been made on this goal. Regular monthly meetings of the Director with the Board Chair and the Mayor were continued, typically focusing on current issues of mutual interest and/or of public significance. A series of quarterly meetings among the Director, the Board Chair, and the Chairs of the three Council Committees most related to TPU's work was established. An initial meeting was held in the fourth quarter of 2015, focusing on issues relevant to the respective Committees and also providing updates on TPU issues of general interest. Responses to Council and Board information requests are coordinated through the Director's office, and are completed in a timely manner.

Regular communication to and with the Board was continued during 2015. Numerous meetings and telephone conversations took place beyond the bi-monthly Board meetings and study sessions, and the flow of information to the Board was continued through the use of e-mail. The organization has endeavored to respond promptly to Board and Council questions, and to suggestions for study session topics. The Director continues to solicit the Board's feedback on the level of communication, and will be happy to comply with any further requests or suggestions.

TPU has endeavored to improve the quality of its presentations at Board and Council meetings and at study sessions. Standardized presentation templates have been developed, training in presentation techniques has been provided to employees by the CMS group, and the Director reviews each presentation before it is finalized. The Director welcomes the Board's feedback on the quality and content of presentations.

An annual Board retreat was initiated in 2015, with the first retreat taking place in October. Topics of a longer term and more complex nature were addressed.

The Director continues to communicate with the City Manager through semi-monthly meetings, and other opportunities. The Director has established a constructive working relationship with the new Manager, and has appreciated his open-minded and businesslike approach to issues of mutual concern. Thus far the new Manager has been quite willing to observe City charter and code provisions relating to TPU governance.

As requested, the Board has been provided with regular litigation and legislative status updates.

Comments/Concerns/Recommendations of Individual Board Members:

Two thousand and fifteen was the first year in which the Director of utilities was reappointed by a vote of the Board and City Council, in accordance with voter approved

Board Comments Refined after Director's Response –

changes to the City Charter. This was a new process with no guidebook. The Director participated appropriately in the process that produced a number of vehicles for improved communication between the Council, the Director, and the Board. This Board member believes the process itself improved the understanding your relationship between the parties involved.

While 2015 saw a major policy debate around Click, This Board member witnessed important improvement in the relationship between the Director and the City Council. This Board member feels that the Director's improved attitudes towards the City Council have led to a better relationship.

The first board retreat was a productive meeting that allowed further discussion into major policy areas of the organization. It was a productive use of time that allowed management and the Board to understand major policy areas at a deeper level. This Board members is looking forward to future retreats.

The Director and the Board need to continue to work on communication processes and opportunities for open and candid discussions with the City Council members. Neither TPU nor the City Council should be surprised by the other's policies, even if they disagree with each other. Each side should understand the reason for the policy and the reasons for the other side's respectful but different response. This is still a work in process but I think there has been improvement.

This Board Member has heard criticism that TPU's (and the Director's) response to City Council requests and proposals too often starts negative. Maybe "let's talk about it" should be emphasized more as an initial response even in instances where the Director / TPU has a different opinion.

This Board Member thought the Board retreat was very useful (perhaps a little too heavy an agenda). He supports continuing that process because it provides more time for exploration, depth and discussion. This Board Member appreciates the effort that the Director and his staff need to put into the Board retreat – it is not an easy event to set up well, but the first retreat was set up very well.

Communications, for the most part, are clear, responsive and informative. Given the complexity of projects at TPU, maintaining updates on main and coming issues is a real challenge. With input from the Public Utility Board, communication is becoming more of a critical issue, with the Mayor and the City Council efforts on many fronts appear to address this important area.

The Director has made some progress toward improving Council relationships. The Director and the Board have implemented more frequent, structured communications with the City Council but there has not been sufficient time to actually see if these communications will lead to substantive results and actions. The Director should continue to work on building Council relationships that are viewed as respectful and responsive.

Board Comments Refined after Director's Response –

There have been times, as a board member, my inquiries have not been responded to, especially when they are viewed as contrary to staff direction. In particular, my inquiries around Click! debt issuance and to look at alternative Click/Power allocation methods. In addition, correspondence from the Director sent to the Mayor and City Council which relate or characterize the boards' policy or legal positions should have the opportunity for board members' review in advance. Past actions have not met my expectations.

I look forward to an enhanced level of communication with the Director and staff that is open, trusting and mutually respectful.

As a Board Member, I am extremely satisfied with the communication I receive and the professional communicative relationship with the Director.

In 2015, the Director assisted in implementing the revision to the Utility Director confirmation process. He responded by taking action on the new goals and objectives created by Tacoma City Council. Director Gaines should use the monthly Mayor meetings as well as the Quarterly Committee Chair meetings to develop ongoing check-ins to address Council concerns. Council members can bring up any concerns in a timely fashion, and the Director will not have any "surprises" during the confirmation process.

In agreement with a Council Member I spoke with, I support the suggestion to implement a liaison to assist in quick access and response to Council requests. This will address effective use of staff talent (one of the items the Director is evaluated on).

As stated in the previous section, in 2015 Director Gaines responded to some Council inquiries regarding undergrounding of utilities to achieve strategic and beautification goals. However, the Director also had to balance those goals against customer concerns that undergrounding would financially impact their independent businesses and they were not supportive of. The Director has to balance the requests of the Council against feedback of the business customers continually. This results in the Director being pulled in sometimes opposite directions. I support the Director's continued balance of providing reliable, affordable power and water to all TPU customers and educating the Council on how some of their strategic vision may affect all TPU ratepayers negatively.

V. LONG RANGE PLANNING/STATEGIC PLAN

RESPONSIBILITY

- Maintains knowledge of new technologies, systems, methods, etc. in relation to utility services.
- Keeps Board advised of new and impending legislation and developments in the area of public policy.
- Plans and organizes a process of program planning in anticipation of future needs and problems.
- Establishes and maintains an awareness of developments occurring within other utilities or other jurisdictions that may have an impact on utility activities.
- Plans, organizes and maintains a process for establishing community goals to be approved or adopted by Council and monitoring and status reporting.

PERFORMANCE STANDARD

- A well-constructed long-range strategic plan is currently in operation.
- Annual operational plans are carried out by staff members.
- An on-going monitoring process is in operation to attain quality assurance in program and project implementation.
- Program evaluation and personnel evaluation are inter-related with the strategic planning process.
- Legislative knowledge is current and complete.

Rating: ___ 1 (Below Expectation)
 ___ 2
 ___ 3 (Meets Expectations)
 X 4
 ___ 5 (Exceeds Expectations)

Board Rating: 4, 4, 3, 4, 4

CEO Self Evaluation:

2015 Director Business Unit Goal 4: Click! Business Strategy: Establish strategic direction for Click!.

Since 2010, Tacoma Power has been focused on strategic planning and development of a new business model for its Click! broadband business. The need for this was strongly re-affirmed by the 2014 TPU 10 Year Management Review. In 2012 TPU proposed, but the Utility Board and City Council did not adopt, a new business model whereby Click! would begin retailing Internet service to end-use residential and business customers. Instead, based on Board and Council direction, Click focused on establishing a closer

Board Comments Refined after Director's Response

working relationship with the existing Internet Service Provider (ISP) retailers, which has resulted in a modest increase in ISP customer count and revenues. Since it was never anticipated that this approach would fully solve Click's financial and other business issues, an effort was undertaken during late 2013 and into 2014 to review the outcomes and Board / Council feedback from Click!'s 2010-11 strategic planning efforts, and to develop a robust and durable go-forward business plan. This work involved identification and evaluation of eight alternative future business models. In late 2014 / early 2015 a preferred alternative (network lease) was identified by staff. Early in 2015 this work and the preferred alternative were vetted with each individual member of the Utility Board and with the Mayor, and were approved for public presentation to the Board, Council and the public beginning in April 2015. With input from the Mayor and Board Chair, public presentation and discussion of the Click! issues continued during the Spring and Summer of 2015, and attracted adverse feedback from a vocal segment of the public. Also during this time TPU, at the request of the Council, TPU further developed one of the other eight studied business models -- an "All In" (Internet retailing) alternative. Late in 2015 the Utility Board voted out two resolutions -- one authorizing development of a "Network Leasing" business model, and another authorizing development of an "All-In" retailing model. Shortly thereafter, the City Council voted out a resolution authorizing development of an "All-In" retailing model. Both "All-In" resolutions included provisions providing for TPU staff to work with an advisory, citizen-based Engagement Committee and to target development of an "All In" model by late April, 2016.

Late in 2015, the new Power Superintendent initiated a strategic planning effort for Tacoma Power. With the help of an expert consultant, this work will evaluate the current risks and opportunities confronted by Power, and will update and revise the strategic plan that was last updated in 2007.

During 2015 Tacoma Water continued to focus on initiatives developed during its 2011 strategic planning process, focusing on systemic rate pressure brought about by declining demands and escalating capital and O+M costs. Recommended strategies emerging from the plan include continued cost control via Water's asset management program, and an increased focus on selling surplus water at wholesale to surrounding purveyors. In addition, in 2015 Water commissioned a study of long-term vulnerabilities to the water system.

In 2014 The Customer Service unit completed a refresh of its 2010-11 strategic plan. The updated plan suggests additional enhancements to the customer-facing website ("My Account"), additional customer self-service tools, and the addition of a new position to plan and coordinate the implementation of such tools. Customer Service has also engaged a consultant to improve the efficiency of its customer call center. Improved performance metrics to date are quite impressive, and are being sustained. The engagement will continue into 2015 and 2016, and will also focus on improving the efficiency of back-office operations. Late in 2015, a revision to the low income assistance programs which emphasizes customer education and bill payment compliance was developed for Board consideration.

During 2015, the customer research group continued applying new consumer research and marketing techniques to Click! and to Power's energy efficiency programs. A new conservation advertising campaign "We've Got a Rebate For That", was launched. Also during 2015, a follow-of customer satisfaction survey was undertaken. Going forward, the application of these research techniques will be broadened across TPU.

Comments/Concerns/Recommendations of Individual Board Members:

Note: Many Board member's felt that the benchmarking matrix fit into this area of responsibility.

Click will continue to be a struggle. The Director and staff's active participation has been helpful but we are not near completion yet. The solution will require considerable creativity and original thinking – the Director's support of analysis and creativity is a positive influence on these proceedings.

Generally the Director's focus on long term planning is positive. The Board's understanding and involvement in long range planning is very important even though this Board Member recognizes it takes time to get the Board up to speed on some of the detail.

What has TPU learned (so far) from the consumer research efforts? Can there be any measure of effectiveness yet or in the future? How is this consumer research best integrated into policy decisions that are long-term or that may not be popular in the short run? This Board Member is not suggesting TPU abandon the consumer research effort; he is just struggling with how best to use it.

This Board Member appreciates the work the Director and Water have done with asset management. This Board Member looks forward to the results of their investigation and development of policies regarding vulnerabilities and a IRP process for Water.

The Director continues to invest monetary and intellectual capital in the development of strategic and long-range planning efforts for the public utility. TPU has immediate issues with Click and long range performance issues with service levels and customer expectations.

The Director supported the development of overall utility performance metrics. These type of metrics are very difficult to develop for a number of reasons; the diversity of TPU programs, picking the right thing to measure, making them understandable to policy makers and the public, etc. While more works still needs to be done this is an excellent start.

Power's strategic plan is off to a good start but we need to make sure the Boards' and other general city comment and input do not get lost in the process.

Board Comments Refined after Director's Response

The Director does an excellent job of long-range planning with regard to the fundamental business of Tacoma Public Utilities. This is evidenced by the significant improvements made in customer service; asset management planning in Tacoma Water; strategic investments and strategic alliances made with Tacoma Rail (the improve relationship with the port is a prime example) and the comprehensive strategic plan now taking place in Tacoma Power.

The Director, along with management, failed to see the strong community values represented by the Click network. While the director and management were focused on a financial solution for Click, they failed to appropriately pay attention to the community values and the future opportunities that Click represents for the community.

The development of the new customer relation's team is this significant improvement in Tacoma Public Utilities understanding of its customer's expectations and wishes. It will be essential to incorporate this teams work into strategic planning for the future. If this team had been utilities on the front end of developing a revised business plan for Click, the process may have gone much smoother. It will be essential that this team be utilized at every opportunity in developing strategic plans for the organization.

Director Gaines and TPU set the standard in strategy and long range planning. Each TPU business group continues to identify planning needs involving asset management.

VI. RELATIONSHIP WITH PUBLIC/PUBLIC RELATIONS

RESPONSIBILITY

- Plans, organizes and maintains training of employees in contact with the public, either by phone or in person.
- Ensures that an attitude and feeling of helpfulness, courtesy, and sensitivity to public perception exists in employees coming in contact with the public.
- Establishes and maintains an image of the Utility to the community that represents service, vitality and professionalism.
- Establishes and maintains a liaison with private non-governmental agencies, organizations and groups involved in areas of concern that relate to services or activities of the City.

PERFORMANCE STANDARD

- Contacts with the media are timely and credible.
- Publications are varied and consistently well-received by citizens.
- Feedback from the public and the community leadership is positive.
- Utility has good image with comparable organizations.

Rating: ___ 1 (Below Expectation)
 ___ 2
 ___ 3 (Meets Expectations)
 X 4
 ___ 5 (Exceeds Expectations)

Board Rating: 4, 4, 3, 4, 4

CEO Self Evaluation:

2016-17 Director Business Unit Goal 12: Relationship with the Public and Community: Increase visibility, accountability and transparency with the public.

This goal was established in late in 2015, for evaluation in 2016 and 2017. However, some early progress has been made on this goal. TPU has documented the numerous ways it has supported the Tacoma 2025 strategic plan, and is developing related goals for 2016. TPU is working with the Human Resources group to develop an equity and empowerment related program for implementation at TPU in 2016 and beyond. TPU has been closely involved in development of the City's Environmental Action Plan, through participation in Sustainability Commission meetings and comments on Plan drafts. TPU has completed development of a TPU wide performance metrics program, as discussed elsewhere in this review. TPU is communicating with general government counterparts on important public policy issues, including industrial project development, Lincoln District and Brewery District infrastructure, etc.

Board Comments Refined after Director's Response –

In 2014, an effort was initiated to increase utilization of the website and social media for reporting of power outages and estimated restoration times. This program was enhanced in 2015 with the implementation of a web-based, customer-facing outage map which has been well received by the public. Use of social media was further increased during 2015, particularly during storm events. The number of TPU's Facebook 'followers' increased during this period, and the overall tone and tenor of customer/public interactions was quite positive.

TPU continued to reach out to its top commercial customers via its annual Key Accounts Breakfast in 2015, with an emphasis on the availability and favorable economics of its energy conservation programs. Also in 2015, TPU received the Customer Satisfaction Award from E-Source as the top ranked utility in its size class in business customer relations – largely reflective of the efforts of TPU's Account Executive group.

Communications and marketing plans for Energy Efficiency/Conservation were continued and enhanced in 2015. The advertising campaign tag line was revised to "We've Got a Rebate For That", and has directly contributed to Power's success in exceeding its energy conservation savings target for 2015. Click! advertising in 2015 featured a continuation of targeted direct mail materials that was begun in 2014.

TPU has continued efforts to involve its senior management in community organizations and activities. The Director serves on the Boards of the Tacoma / Pierce County Chamber of Commerce and the Economic Development Board, and early in 2013 joined the Board of the UW Tacoma Milgard School of Business. Customer Service Manager Steve Hatcher is member of Tacoma Rotary #8, and Water Superintendent Linda McCrea is a member of Sunrise Rotary. Rail Superintendent Dale King is a member of the Board of the World Trade Center Tacoma, and of the Workforce Central Board. Tacoma Power's Rates and Planning Manager Bill Berry has joined the United Way of Tacoma Pierce County board.

TPU continued to emphasize employee volunteerism through the Community Connections program and has received several public recognitions for these efforts – particularly its participation in the Rebuilding South Sound and Food Bank events. In 2015, the employee-led Community Connections team won the "Public Campaign of the Year" award from United Way of Pierce County.

As directed by the Board, TPU focused on evaluating additional opportunities to support community events through its formalized sponsorship program that is designed to meet legal requirement and limitations.

Comments/Concerns/Recommendations of Individual Board Members:

See responses in IV re Council.

Board Comments Refined after Director's Response –

- Understands problems of other agencies and jurisdictions in achieving City/Utility objectives.
- Constructively cooperative in interacting with other agencies and jurisdictions in achieving City objectives.

Rating: ___ 1 (Below Expectation)
 ___ 2
 ___ 3 (Meets Expectations)
 X 4
 ___ 5 (Exceeds Expectations)

Board Rating: 4, 4.5, 5, 4, 5

CEO Self Evaluation:

2016-17 Director Business Unit Goal 13: Legislative Policy Issues and Intergovernmental Relations: Coordinate state and federal legislative agenda and priorities with general government.

This goal was established in late in 2015, for evaluation in 2016 and 2017. However, early progress has been made on this goal. TPU's Legislative Priorities document was reviewed with the Utility Board at its retreat in October 2015. It was reviewed with the general government's Government Relations Officer, and no modifications were suggested. Later in 2015, the Board approved the Priorities document. During the legislative session early in 2016, the Board was briefed regularly on State and Federal bills of interest to TPU, and there was ongoing legislative coordination with the Government Relations Officer.

TPU is active in each Washington State legislative session. Through its government affairs staff, consultants, and utility associations and coalitions, bills affecting TPU's utilities are evaluated and policy positions and advocacy plans are developed which are consistent with the Legislative Priorities approved by the Board. Bill status is communicated through a weekly report from the consultants. TPU's issues in current and recent Legislative sessions include energy conservation and renewable energy, carbon emissions, utility taxation, the Public Works Trust Fund, rail infrastructure funding, etc. TPU closely coordinates its legislative efforts with the City's governmental affairs manager.

Through the efforts of its management, government affairs staff, and consultants, TPU continues to monitor and influence developing Federal legislation relating to tax exempt municipal financing, cybersecurity, renewable energy and electric transmission policy. We also continue to work toward Federal appropriations for water storage and fish passage enhancements to Howard Hansen Dam, and for Rail infrastructure. In addition to its own efforts, TPU works through industry organizations including LPPC, APPA, AWWA, AMWA, ASLRRA and others to influence Federal policy and legislation.

Board Comments Refined after Director's Response –

In addition to his other roles in various industry organizations the Director has just completed a two-year term as Chairman of the Large Public Power Council (LPPC), which is composed of the 26 largest public power utilities in the United States. LPPC was created in 1986, and is structured to influence Federal policy on tax-exempt financing, wholesale electricity markets, regulation of the Nation's electric transmission grid, etc. This places TPU in a position to meet regularly with the FERC Commissioners, various Federal agency officials and various members of Congress, to significantly influence the policy positions taken by the LPPC organization, and to help direct Federal legislation and policy that has potential to affect TPU.

In 2014 the Director was elected by his peers as one of two representatives from the Western region of the U.S. to serve on the Board of Directors of the American Public Power Association (APPA), the primary Federal lobbying, training, and member support association for the nation's 2,000 public power utilities. The Utility Board supported the Director's nomination for this role. In 2015, the Director was asked to join the 10 member Executive Committee of the APPA Board, which works closely with the APPA CEO to oversee the organization's business affairs. Through these affiliations, the Director is closely involved in APPA's current strategic planning process, which will define how APPA can best serve its member utilities going forward.

In 2015 TPU continued its outreach to the suburban Pierce and King County jurisdictions served by Tacoma Power and Tacoma Water. This outreach has focused on policy and legislative issues of mutual interest, and is also in anticipation of the need to begin negotiating new franchise agreements for Power and Water.

Comments/Concerns/Recommendations of Individual Board Members:

This Board Member appreciates the Director's attention to Board concerns about involvement in the development of legislative priorities and responses. This Board Member believes this is another work in process – although I appreciate the various reports of State legislative activity, the volume was high and this Board Member fears he skimmed the materials more than he should have. Should the Board consider some internal Board structure where a committee of Board Members pays particular attention to the legislative session.

TPU maintains contacts and communicates well with local, state and federal entities. With rules, regulations and policies being critical to operations, maintaining a presence in many organizations helps the Utilities to monitor, effect and influence the placement and direction of many items that control TPU's delivery of service. The Director maintains leadership positions in several nationwide utility organizations for the benefit of the utility industries in the Northwest.

The Director and staff did an excellent job this year keeping board informed on state and federal issues. Work with General Government was well coordinated.

Board Comments Refined after Director's Response -

In 2015 Governor Inslee visited Tacoma Public Utility in order to gain input from the TPU team regarding impact of some pending legislation as well as briefing on the state of the industry. This illustrates that TPU is regarded as the ethical expert on utilities and makes them an industry leader for elected officials to communicate with.

VIII. PROFESSIONAL/PERSONAL DEVELOPMENT

RESPONSIBILITY

- Maintains awareness and value of broadening professional and personal development.
- Demonstrates imaginative leadership initiatives.
- Ability to build cohesiveness in staff.
- Decisiveness in leadership performance.
- Effectiveness in verbal communications.
- Cultivates diversity on all levels of the leadership structure.

PERFORMANCE STANDARD

- Management techniques show evidences of innovation, imagination, and decisiveness.
- Synergetic techniques are fostered.
- Verbal communication is commendable.
- Organization reflects the diversity of the community.

Rating: ___ 1 (Below Expectation)
 ___ 2
 ___ 3 (Meets Expectations)
 ___ 4
 X 5 (Exceeds Expectations)

Board Rating: 5, 5, 4, 4.5, 5

CEO Self Evaluation:

Employee development is encouraged through a variety of programs including in-house training, external training and seminars, membership in industry and professional organizations, rotational job assignments, and tuition assistance programs. Power is sending a number of its employees to the Utility Executive course at Willamette University, and Water has used this program as well as a water-industry specific program at the University of North Carolina. During 2015, nine TPU employees

Board Comments Refined after Director's Response –

attended the Essentials of Management (pre-MBA) course in the School of Business at UWT. Cumulatively since 2010 a total of 42 TPU employees, more from than any other Tacoma area employer have attended this course. Power and Water put particular emphasis on supervisor training this year, both in-house and through the City offered program at Tacoma Community College.

TPU is also participating with the UWT in development of its Leadership in Cybersecurity program. TPU staff regularly interact with program officials, and TPU hosted student interns from the program during 2015.

Again in 2015 Tacoma Power graduated a group of line, wire and meter apprentices from its revised and updated apprentice program. Water also graduated a group of apprentices this year. Through its pre-apprenticeship trainee program and Youth Build Tacoma, which target under-represented groups in the City of Tacoma, the organization is progressing toward the dual goals of a diverse and qualified workforce.

The utility regularly offers internship opportunities to engineering students from ethnically diverse universities with power engineering programs. Upon graduation many of these interns elect to begin their careers at TPU.

Again in 2015 TPU employees participated in the Chamber's Leadership Development program, and TPU provided a "Loaned Executive" to the United Way of Tacoma – Pierce County. Employees typically have developed meaningful leadership skills as they return from these programs

Several TPU employees have taken advantage of technical training available through TPU's membership in the Northwest Public Power Association (NWPPA). TPU has recently joined the Western Energy Institute (WEI), an association that provides industry-specific training to professional staff.

For a sixth year TPU is supporting and participating in the Imagine Tomorrow program sponsored by Washington State University. Imagine Tomorrow is a student team competition designed to foster science, technology, engineering, and mathematics (STEM) education. The competition is focused on renewable / sustainability energy and communities. In addition to financial support, TPU employees serve as judges in the competition. The first competition was won by Tacoma School of the Arts, and the Tacoma Public Schools are now becoming more involved in the program. The Director was the keynote speaker at the program's annual awards event in May, 2015.

Comments/Concerns/Recommendations of Individual Board Members:

The Director and TPU have always strongly supported education and training, particularly leadership training and development, throughout the organization. This Board Member is looking forward to the new initiatives in this area as they are developed in 2016.

Board Comments Refined after Director's Response –

Employee Development Programs from top to bottom of the organization are encouraged from all levels of TPU. Constant training keeps the organization in a state of readiness for emergencies and/or changes in practices. The Director sets the tone as to the value of training.


The Director himself appears to be well engaged at the national and local levels in utility industry development issues. He also supports and encourages the engagement of staff.


Director Gaines is highly respected amongst industry peers across the nation. His involvement in industry organizations is invaluable and is a great advantage to TPU.

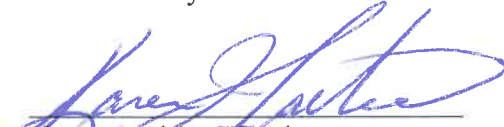
Director Gaines strong relationships with UWT and their leadership is visionary and continues to benefit the community.


Bryan Flint, Chair
Public Utility Board


Mark Patterson, Vice-Chair
Public Utility Board


Monique Trudnowski, Secretary
Public Utility Board


Woodrow Jones, Member
Public Utility Board


Karen Larkin, Member
Public Utility Board

DATE: 7-13-16