

Quarter 3, 2024 Performance Metrics Report Tacoma Public Utilities



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

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

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

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

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

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

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

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

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

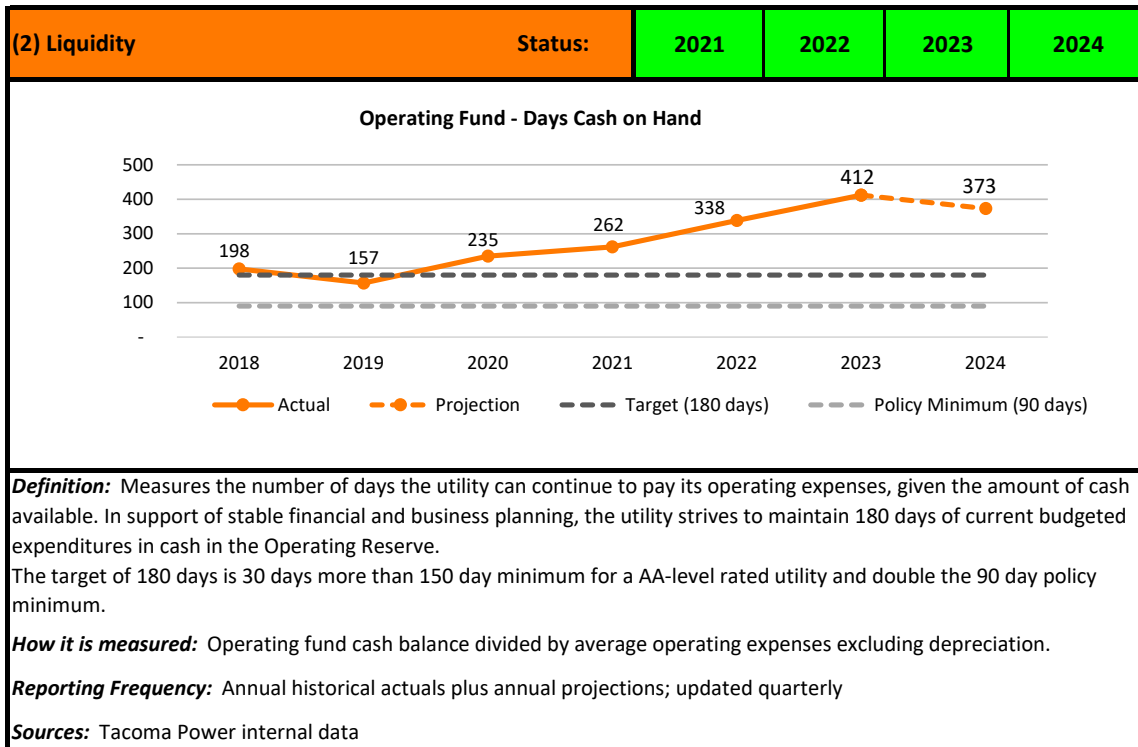
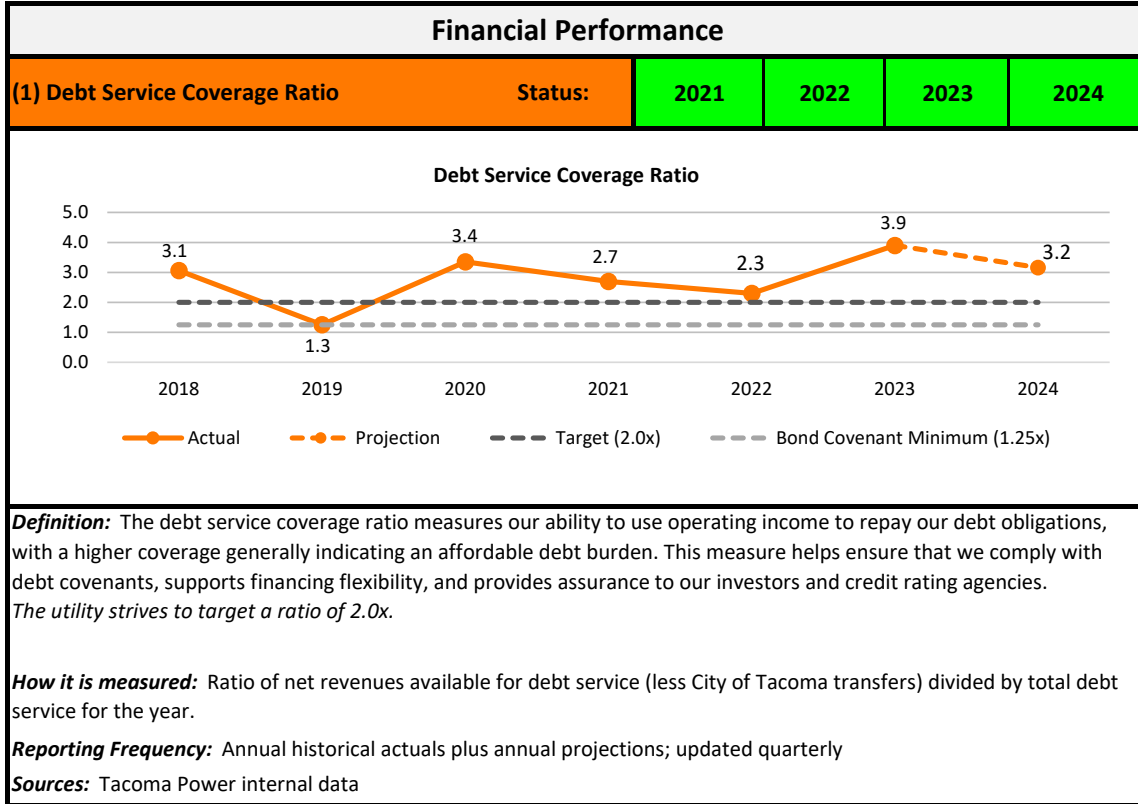
- 9 Customer Satisfaction
- 10 Employee Satisfaction
- 11 Employee Safety

Quarter 3, 2024

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



Performance Metrics Summary

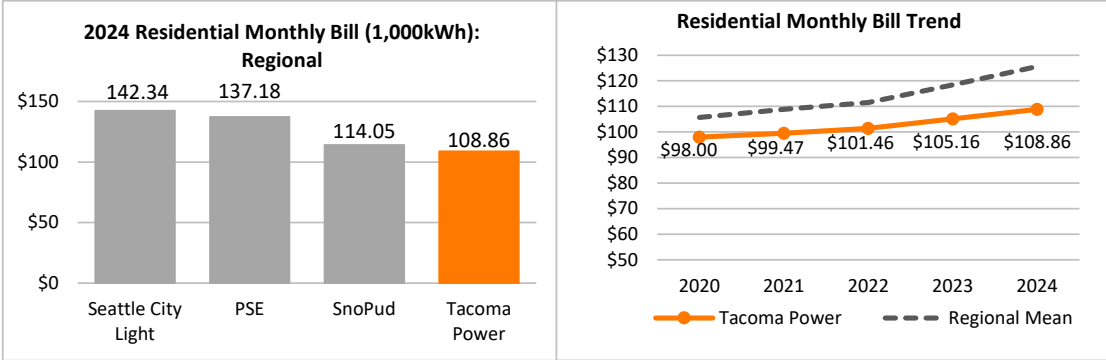




(3) Budget Performance		Status:	2023 - 2024 Biennium Projection												
<p>Favorable Projected Variance to Budget - Revenues Less Expenditures</p> <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th>Category</th> <th>Amount (Dollars in 000's)</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Revenue Variance</td> <td>\$23,837</td> <td>~3.0%</td> </tr> <tr> <td>Expenditure Variance</td> <td>\$37,833</td> <td>~4.7%</td> </tr> <tr> <td>Revenues less Expenditures Variance</td> <td>\$61,670</td> <td>7.0%</td> </tr> </tbody> </table> <p>(Unfavorable)</p>				Category	Amount (Dollars in 000's)	Percentage	Revenue Variance	\$23,837	~3.0%	Expenditure Variance	\$37,833	~4.7%	Revenues less Expenditures Variance	\$61,670	7.0%
Category	Amount (Dollars in 000's)	Percentage													
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Expenditure Variance	\$37,833	~4.7%													
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<p>Definition: Tacoma Power's projected biennial performance as compared to its approved budget. The measure compares projected revenues and expenditures to budget for the biennium. A projection which is favorable to budget is preferable.</p> <p>How it is measured: Projected revenues less projected expenditures for the biennium are compared to budgeted revenues less budgeted expenditures. Projections consider actual to-date results plus assumptions for future performance.</p> <p>Reporting Frequency: Quarterly updates of biennium-end projection</p> <p>Sources: Tacoma Power internal data</p>															

Operational Excellence

(4) Residential Bill Comparison	Status:	2021	2022	2023	2024



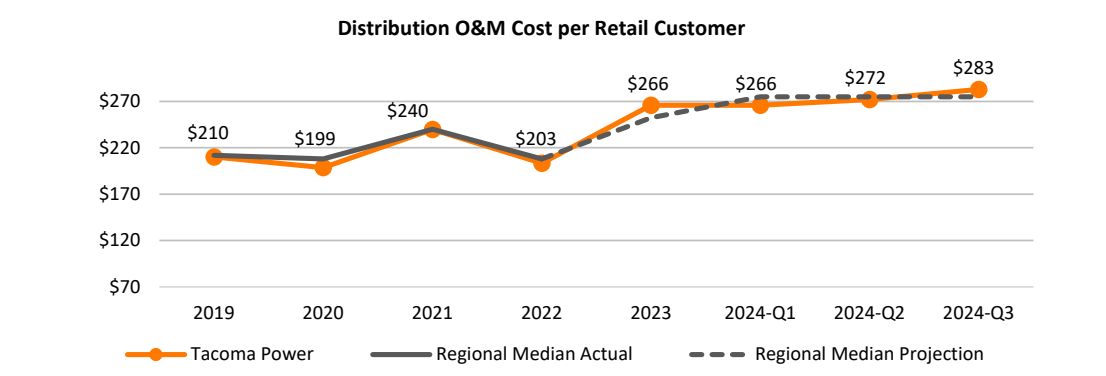
Definition: Measures and compares the monthly power bill for residential customers based on usage of 1,000 kilowatt hours. A lower bill is favorable for customers, all other things being equal.

How it is measured: Each utility's bill is calculated based on their effective residential rates multiplied by 1,000 kWh.

Reporting Frequency: Annual

Sources: Tacoma Power internal data; Published rate schedules for regional power utilities.

(5a) Distribution O&M Cost per Customer	Status:	Q1	Q2	Q3	Q4



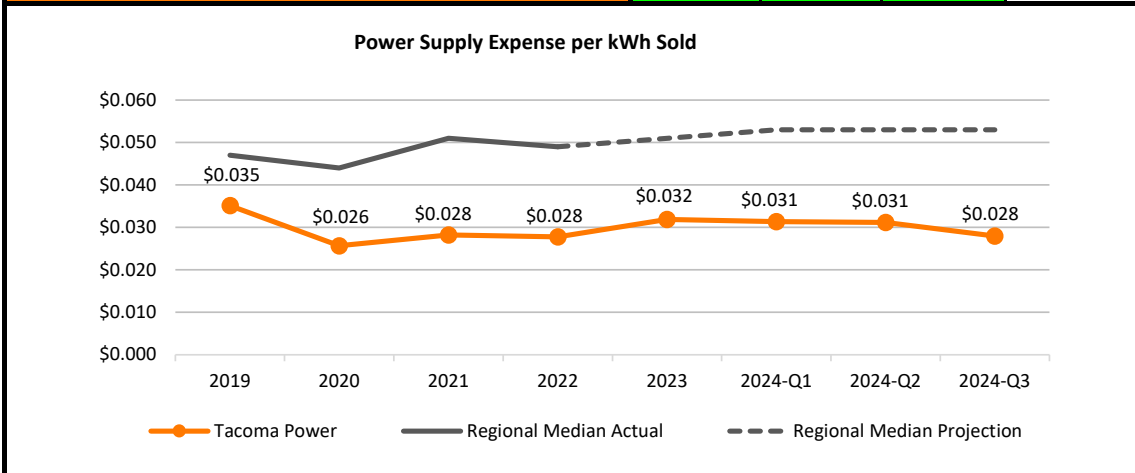
Definition: Measures the utility's distribution expense (O&M) associated with delivering power to each retail customer.

How it is measured: Total distribution expense divided by the total number of retail customers.

Reporting Frequency: Annual historical plus current rolling 12 months; calculated quarterly

Sources: Tacoma Power internal data; American Public Power Association (APPA) Financial and Operating Ratios of Public Power Utilities. APPA benchmark is West Region (WR) and the 2022 WR Median is escalated annually using the Handy Whitman Index of Public Utility Construction Costs for Total Distribution Plant in the Pacific Region.

(5b) Power Supply Expense per kWh Sold	Status:	Q1	Q2	Q3	Q4
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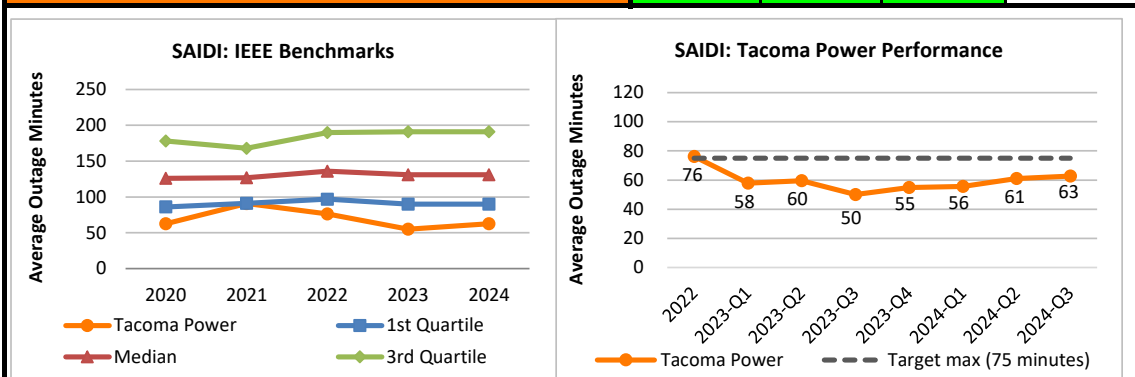
Definition: Measures the utility's power supply expense associated with the sale of power to customers.

How it is measured: Total power supply expense divided by the total kilowatt-hours sold.

Reporting Frequency: Annual historical plus current rolling 12 months; calculated quarterly

Sources: Tacoma Power internal data; American Public Power Association (APPA) Financial and Operating Ratios of Public Power Utilities. APPA benchmark is West Region (WR) and the 2022 WR Median is escalated 4% annually thereafter.

(6a) System Average Interruption Duration Index (SAIDI)	Status:	Q1	Q2	Q3	Q4
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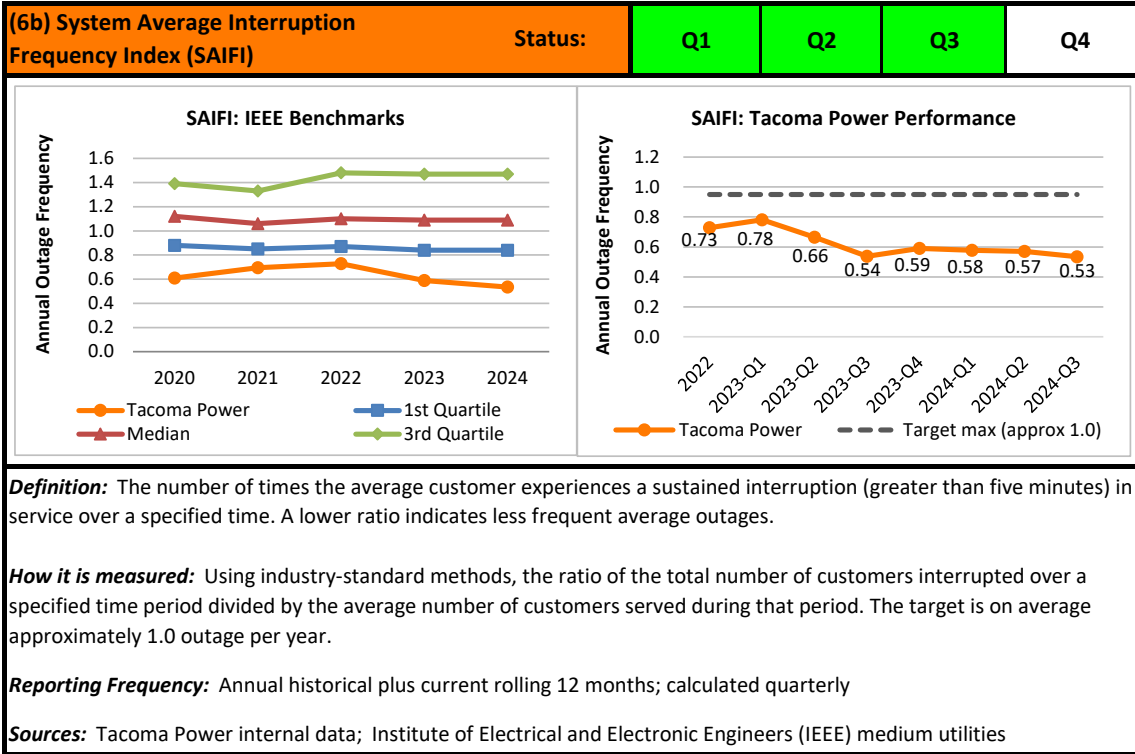


Definition: The number of minutes the average customer is without power for a sustained interruption (greater than five minutes). A lower ratio indicates shorter average outage duration.

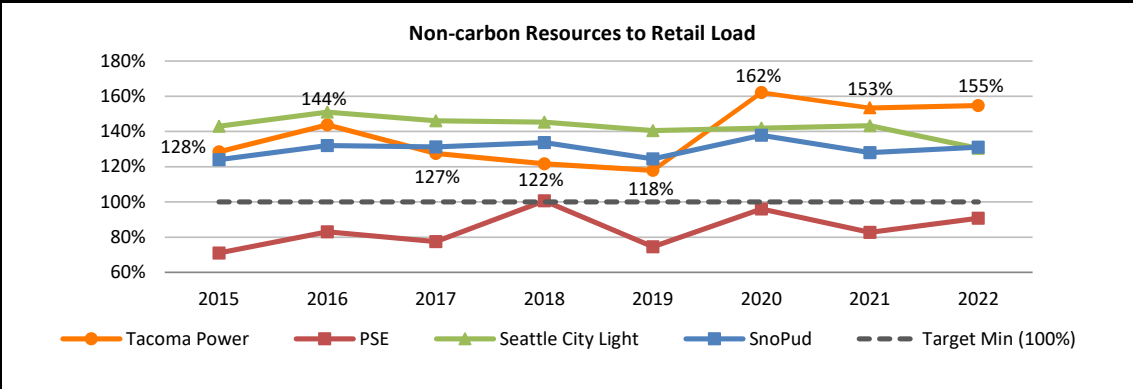
How it is measured: Ratio of the sum of customer minutes with no power for each interruption over a specified time period to the average number of customers served during that period. The target is on average approximately 75 outage minutes per year.

Reporting Frequency: Annual historical plus current rolling 12 months; calculated quarterly

Sources: Tacoma Power internal data; Institute of Electrical and Electronic Engineers (IEEE) medium utilities



(7) Non-carbon Resources	Status:	2019	2020	2021	2022
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Definition: Measures Tacoma Power's contribution of carbon-free power to the marketplace, including to customers both inside and outside its service territory. A ratio above 100% implies a green power resources contribution which exceeded Tacoma Power's retail load. The higher the percentage, the greater the environmentally friendly contribution.

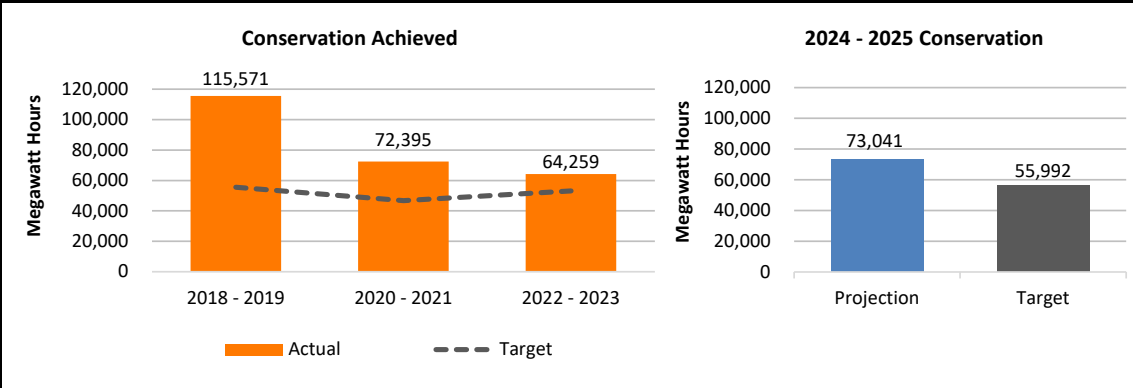
This measure does not consider Tacoma Power's obligation to purchase greenhouse gas emissions under the WA State Climate Commitment Act.

How it is measured: Ratio of Tacoma Power's non-carbon generated power to retail load. Through wholesale sales of excess hydroelectric carbon-free power to be used outside the Tacoma Power service territory, providing green resources benefiting others' utility customers, the ratio can exceed 100%.

Reporting Frequency: As annual reports are published

Sources: Tacoma Power internal data; WA State Dept. of Commerce Utility Fuel Mix Report

(8) Power Conservation	Status:	2024 - 2025 Biennium Conservation
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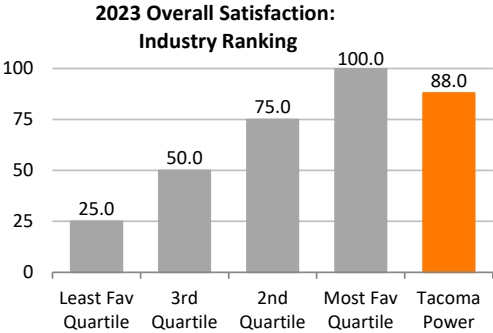
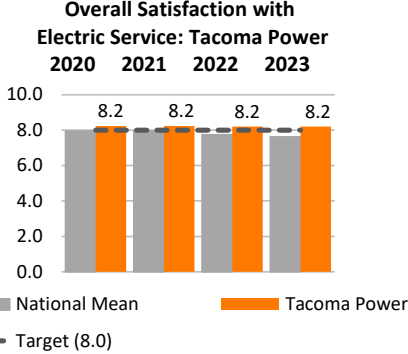


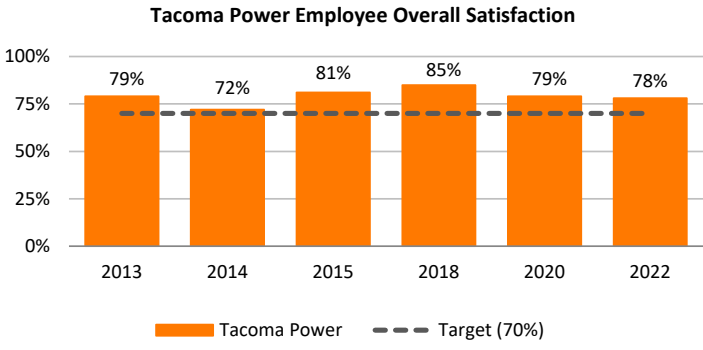
Definition: Measures total conservation achieved in megawatt hours (MWh). The utility strives to meet or exceed its established target per the Energy Independence Act (EIA).

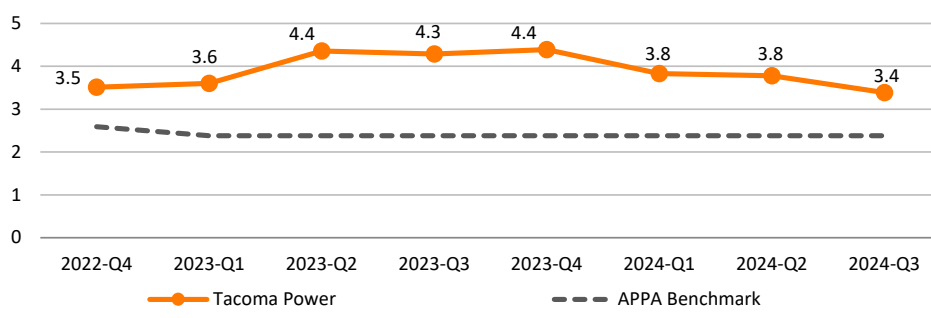
How it is measured: The summation of actual and projected annual conservation savings from all implemented conservation efforts during a 2-year period. Current reporting period is 2024 to 2025. Conservation achieved in 2024 and 2025 is progress towards 2-year goal.

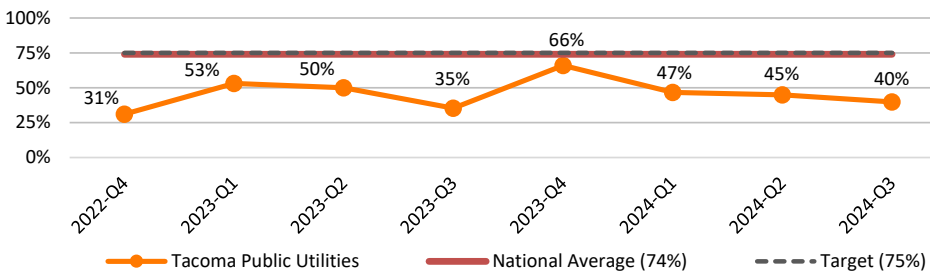
Reporting Frequency: Annual historical plus current year projection; updated quarterly

Sources: Tacoma Power internal data

Commitment to Customers & Employees																															
(9) Customer Satisfaction	Status:	2020	2021	2022	2023																										
 <p>2023 Overall Satisfaction: Industry Ranking</p> <table border="1"> <tr><th>Ranking</th><th>Score</th></tr> <tr><td>Least Fav Quartile</td><td>25.0</td></tr> <tr><td>3rd Quartile</td><td>50.0</td></tr> <tr><td>2nd Quartile</td><td>75.0</td></tr> <tr><td>Most Fav Quartile</td><td>100.0</td></tr> <tr><td>Tacoma Power</td><td>88.0</td></tr> </table>		Ranking	Score	Least Fav Quartile	25.0	3rd Quartile	50.0	2nd Quartile	75.0	Most Fav Quartile	100.0	Tacoma Power	88.0	 <p>Overall Satisfaction with Electric Service: Tacoma Power</p> <table border="1"> <tr><th>Year</th><th>National Mean</th><th>Tacoma Power</th></tr> <tr><td>2020</td><td>8.0</td><td>8.2</td></tr> <tr><td>2021</td><td>8.0</td><td>8.2</td></tr> <tr><td>2022</td><td>8.0</td><td>8.2</td></tr> <tr><td>2023</td><td>8.0</td><td>8.2</td></tr> </table> <p>Legend: National Mean (Grey), Tacoma Power (Orange), Target (8.0) (Dashed Line)</p>			Year	National Mean	Tacoma Power	2020	8.0	8.2	2021	8.0	8.2	2022	8.0	8.2	2023	8.0	8.2
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2023	8.0	8.2																													
<p>Definition: Indicates customers' overall satisfaction with electric service provided by Tacoma Power. Satisfaction is assessed using a scale from 0 (extremely dissatisfied) to 10 (extremely satisfied). A higher score indicates greater overall satisfaction.</p> <p>How it is measured: Mean of all scores.</p> <p>Reporting Frequency: Updated with each annually conducted survey</p> <p>Sources: Tacoma Public Utilities Residential Customer Satisfaction Baseline Survey; Escalent National Energy Utility Benchmarking</p>																															

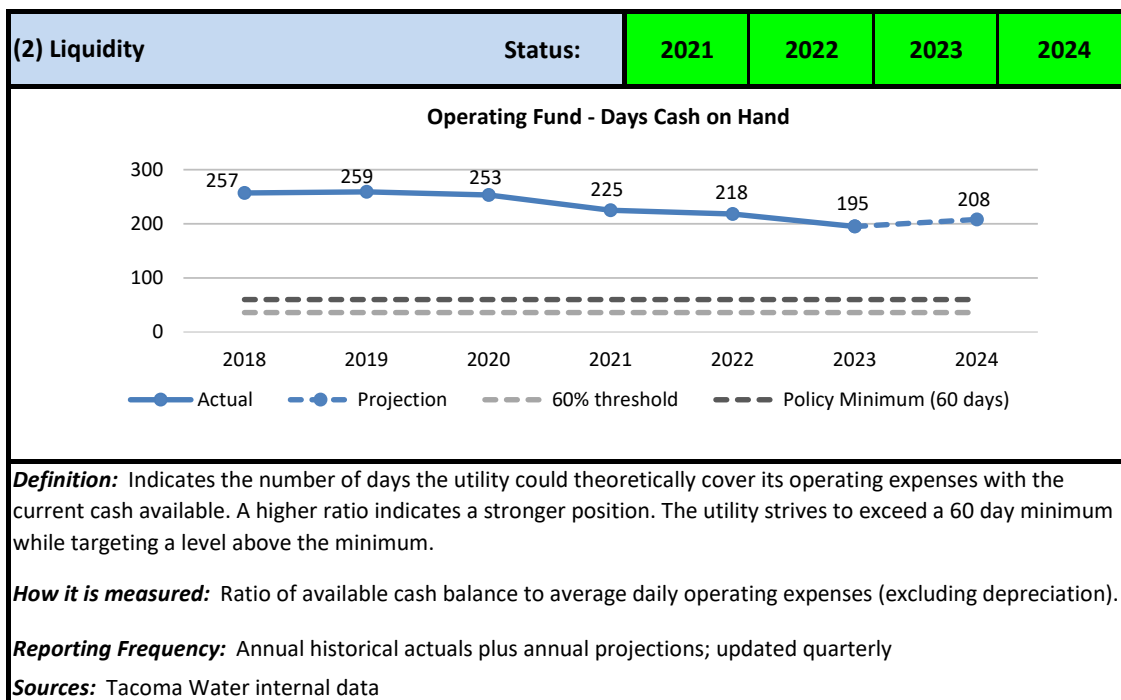
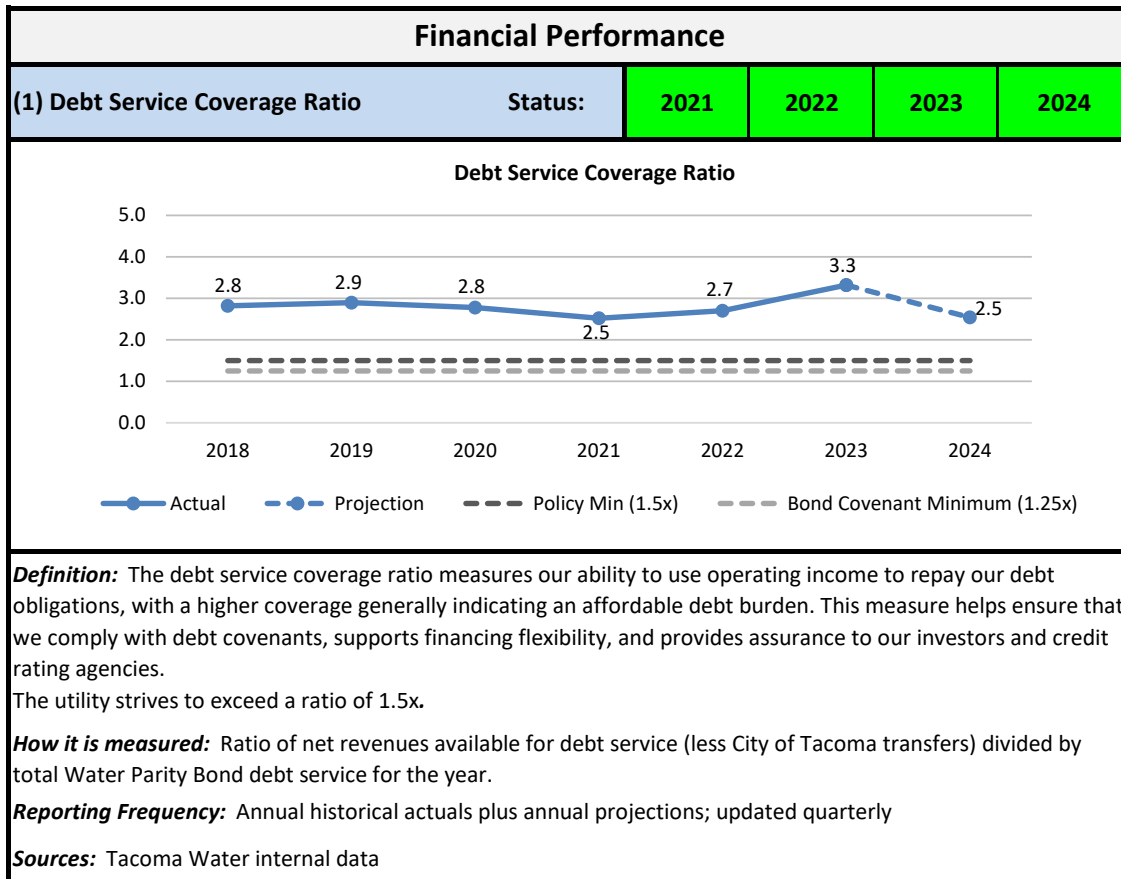
(10) Employee Satisfaction	Status:	2015	2018	2020	2022																					
 <p>Tacoma Power Employee Overall Satisfaction</p> <table border="1"> <tr><th>Year</th><th>Tacoma Power</th><th>Target (70%)</th></tr> <tr><td>2013</td><td>79%</td><td>70%</td></tr> <tr><td>2014</td><td>72%</td><td>70%</td></tr> <tr><td>2015</td><td>81%</td><td>70%</td></tr> <tr><td>2018</td><td>85%</td><td>70%</td></tr> <tr><td>2020</td><td>79%</td><td>70%</td></tr> <tr><td>2022</td><td>78%</td><td>70%</td></tr> </table> <p>Legend: Tacoma Power (Orange), Target (70%) (Dashed Line)</p>						Year	Tacoma Power	Target (70%)	2013	79%	70%	2014	72%	70%	2015	81%	70%	2018	85%	70%	2020	79%	70%	2022	78%	70%
Year	Tacoma Power	Target (70%)																								
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<p>Definition: Indicates employees' response to the question "Overall, I am satisfied with TPU as a place to work." based on an independently conducted employee survey. Satisfaction is assessed using a scale of 1 (strongly disagree) to 5 (strongly agree).</p> <p>How it is measured: The percentage of total responses receiving a score of 4 or 5.</p> <p>Reporting Frequency: Updated with each biennially conducted survey</p> <p>Sources: TPU All-Employee Engagement Survey</p>																										

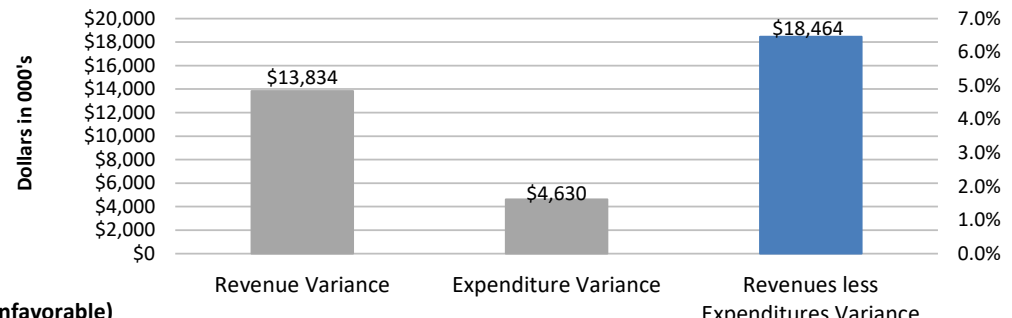
(11) Employee Safety	Status:	Q1	Q2	Q3	Q4																											
<p>OSHA Incidence Rates: Tacoma Power</p>  <table border="1"> <caption>OSHA Incidence Rates: Tacoma Power</caption> <thead> <tr> <th>Quarter</th> <th>Tacoma Power</th> <th>APPA Benchmark</th> </tr> </thead> <tbody> <tr><td>2022-Q4</td><td>3.5</td><td>2.4</td></tr> <tr><td>2023-Q1</td><td>3.6</td><td>2.4</td></tr> <tr><td>2023-Q2</td><td>4.4</td><td>2.4</td></tr> <tr><td>2023-Q3</td><td>4.3</td><td>2.4</td></tr> <tr><td>2023-Q4</td><td>4.4</td><td>2.4</td></tr> <tr><td>2024-Q1</td><td>3.8</td><td>2.4</td></tr> <tr><td>2024-Q2</td><td>3.8</td><td>2.4</td></tr> <tr><td>2024-Q3</td><td>3.4</td><td>2.4</td></tr> </tbody> </table>						Quarter	Tacoma Power	APPA Benchmark	2022-Q4	3.5	2.4	2023-Q1	3.6	2.4	2023-Q2	4.4	2.4	2023-Q3	4.3	2.4	2023-Q4	4.4	2.4	2024-Q1	3.8	2.4	2024-Q2	3.8	2.4	2024-Q3	3.4	2.4
Quarter	Tacoma Power	APPA Benchmark																														
2022-Q4	3.5	2.4																														
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2024-Q3	3.4	2.4																														
<p>Definition: The number of employees per 100 full-time employees that have been involved in a recordable injury or illness.</p> <p>According to safety standards for recordkeeping and reporting, recordable injuries or illnesses include, but are not limited to, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness or death.</p> <p>How it is measured: Ratio of total recordable injuries and illnesses during the year to the total worker-hours of exposure, per 100 employees.</p> <p>Reporting Frequency: Annual historical plus current rolling 12 months; calculated quarterly</p> <p>Sources: Tacoma Power internal data; APPA Safety Awards of Excellence (Group G data)</p>																																

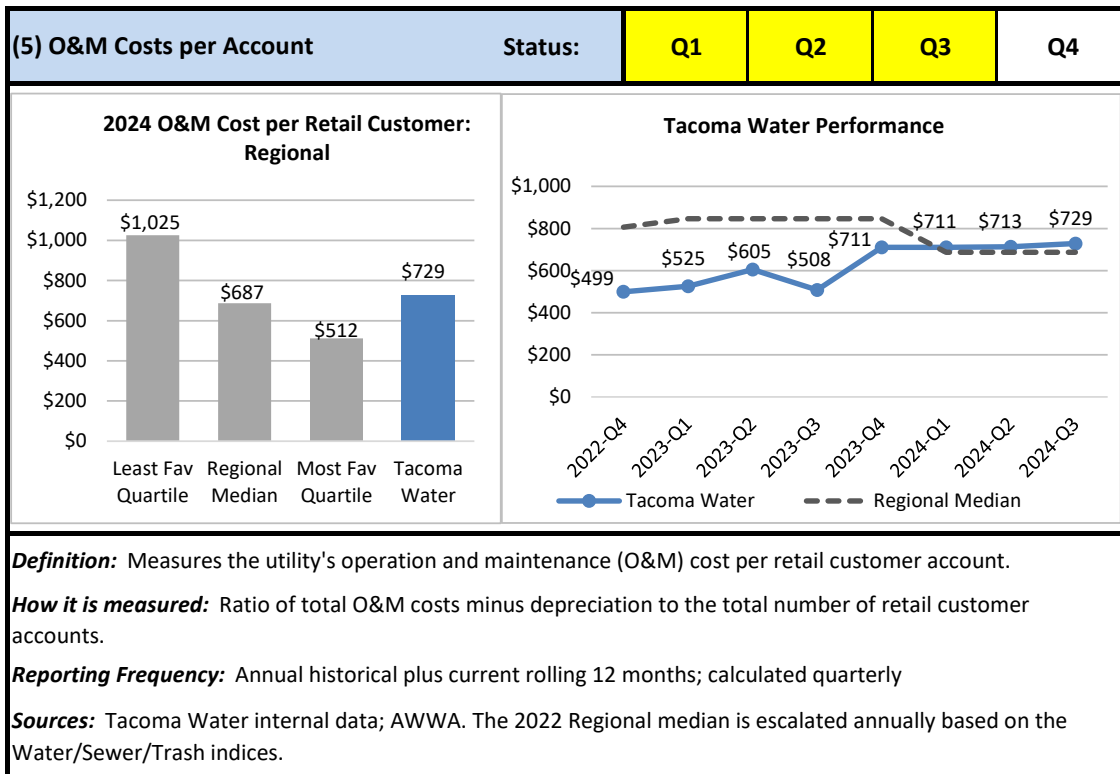
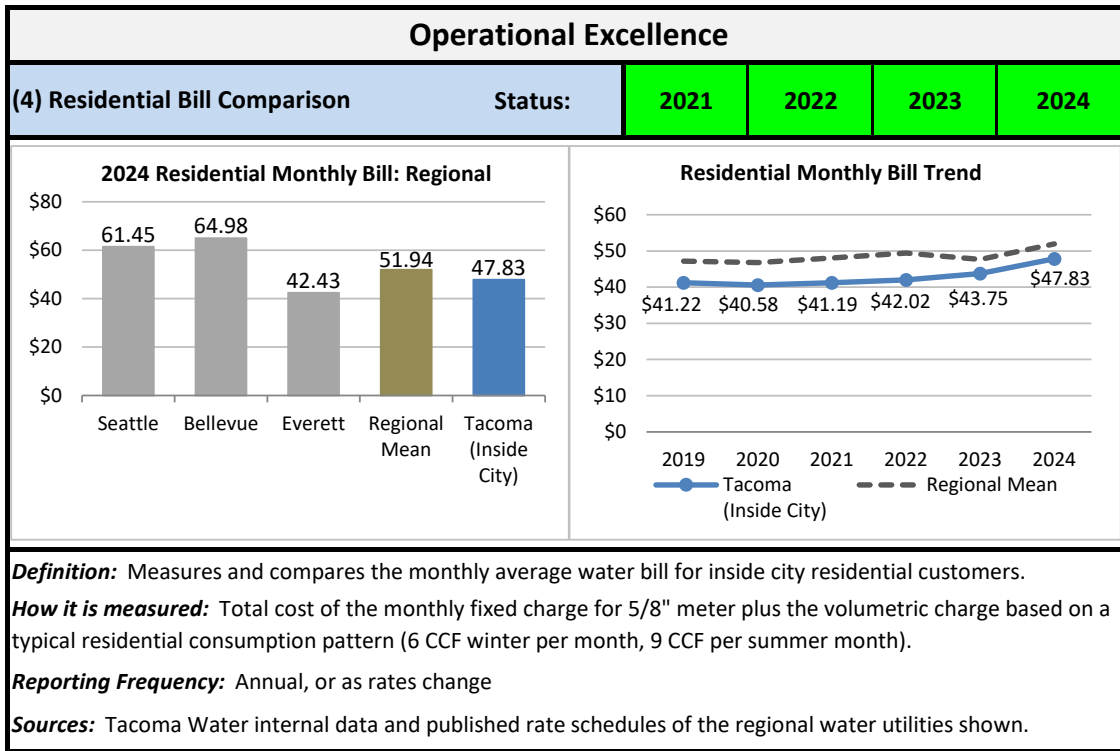
(12) Call Center Responsiveness	Status:	Q1	Q2	Q3	Q4																																				
<p>Percentage of calls answered in 30 seconds or less</p>  <table border="1"> <caption>Percentage of calls answered in 30 seconds or less</caption> <thead> <tr> <th>Quarter</th> <th>Tacoma Public Utilities</th> <th>National Average (74%)</th> <th>Target (75%)</th> </tr> </thead> <tbody> <tr><td>2022-Q4</td><td>31%</td><td>74%</td><td>75%</td></tr> <tr><td>2023-Q1</td><td>53%</td><td>74%</td><td>75%</td></tr> <tr><td>2023-Q2</td><td>50%</td><td>74%</td><td>75%</td></tr> <tr><td>2023-Q3</td><td>35%</td><td>74%</td><td>75%</td></tr> <tr><td>2023-Q4</td><td>66%</td><td>74%</td><td>75%</td></tr> <tr><td>2024-Q1</td><td>47%</td><td>74%</td><td>75%</td></tr> <tr><td>2024-Q2</td><td>45%</td><td>74%</td><td>75%</td></tr> <tr><td>2024-Q3</td><td>40%</td><td>74%</td><td>75%</td></tr> </tbody> </table>						Quarter	Tacoma Public Utilities	National Average (74%)	Target (75%)	2022-Q4	31%	74%	75%	2023-Q1	53%	74%	75%	2023-Q2	50%	74%	75%	2023-Q3	35%	74%	75%	2023-Q4	66%	74%	75%	2024-Q1	47%	74%	75%	2024-Q2	45%	74%	75%	2024-Q3	40%	74%	75%
Quarter	Tacoma Public Utilities	National Average (74%)	Target (75%)																																						
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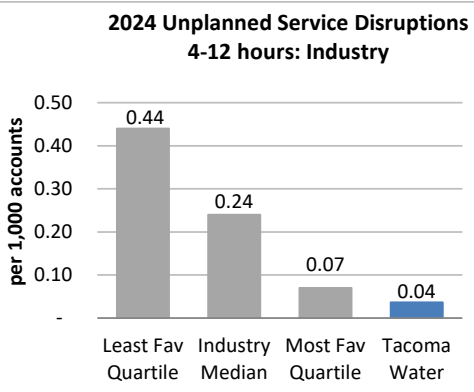
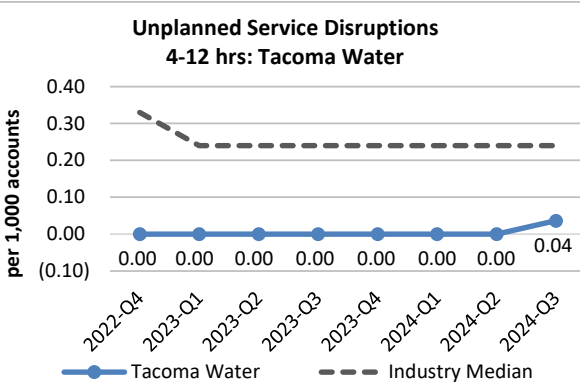


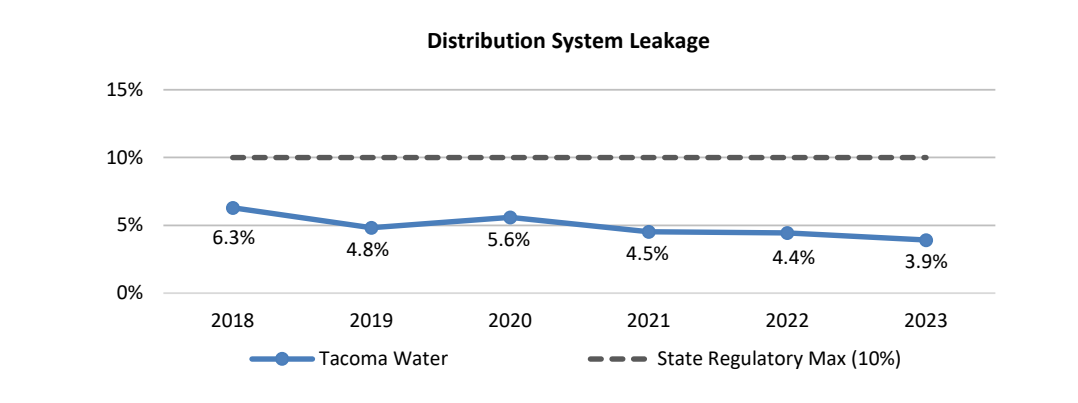
Performance Metrics Summary

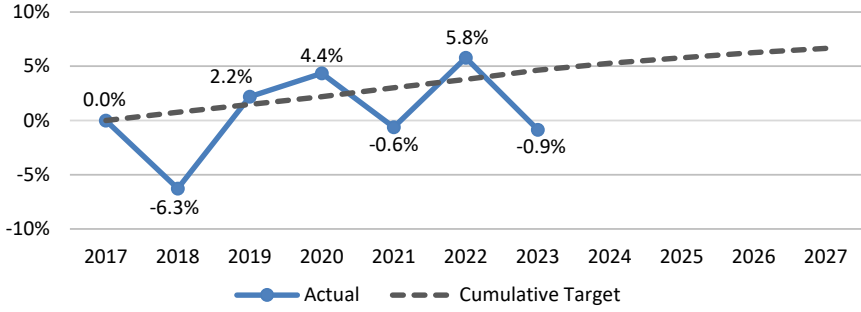


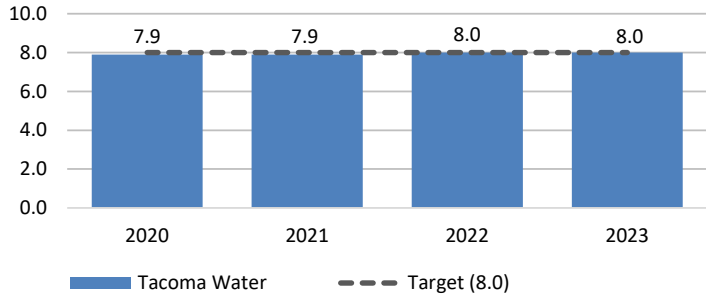
(3) Budget Performance		Status:	2023-2024 Biennium Projection												
<p>Favorable Projected Variance to Budget - Revenues Less Expenditures</p>  <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th>Category</th> <th>Amount (Dollars in 000's)</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Revenue Variance</td> <td>\$13,834</td> <td>~5.9%</td> </tr> <tr> <td>Expenditure Variance</td> <td>\$4,630</td> <td>~2.1%</td> </tr> <tr> <td>Revenues less Expenditures Variance</td> <td>\$18,464</td> <td>7.0%</td> </tr> </tbody> </table> <p>(Unfavorable)</p>				Category	Amount (Dollars in 000's)	Percentage	Revenue Variance	\$13,834	~5.9%	Expenditure Variance	\$4,630	~2.1%	Revenues less Expenditures Variance	\$18,464	7.0%
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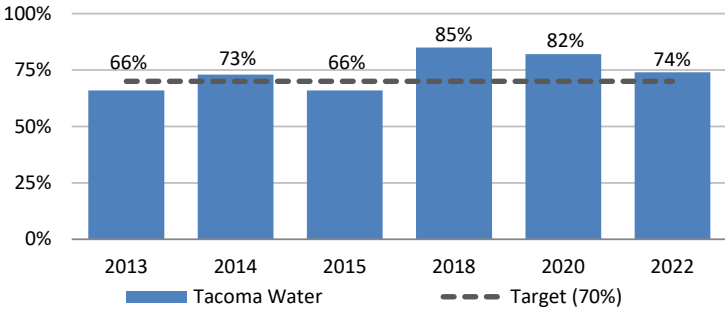


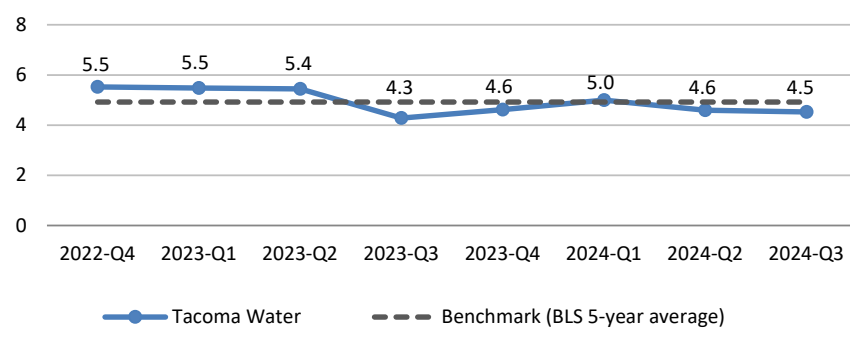
(6) Unplanned Service Disruptions	Status:	Q1	Q2	Q3	Q4																																					
<div style="display: flex; justify-content: space-around;"> <div style="width: 45%;"> <p>2024 Unplanned Service Disruptions 4-12 hours: Industry</p>  <table border="1"> <caption>2024 Unplanned Service Disruptions 4-12 hours: Industry</caption> <thead> <tr> <th>Category</th> <th>Value (per 1,000 accounts)</th> </tr> </thead> <tbody> <tr> <td>Least Fav Quartile</td> <td>0.44</td> </tr> <tr> <td>Industry Median</td> <td>0.24</td> </tr> <tr> <td>Most Fav Quartile</td> <td>0.07</td> </tr> <tr> <td>Tacoma Water</td> <td>0.04</td> </tr> </tbody> </table> </div> <div style="width: 45%;"> <p>Unplanned Service Disruptions 4-12 hrs: Tacoma Water</p>  <table border="1"> <caption>Unplanned Service Disruptions 4-12 hrs: Tacoma Water</caption> <thead> <tr> <th>Quarter</th> <th>Tacoma Water (per 1,000 accounts)</th> <th>Industry Median (per 1,000 accounts)</th> </tr> </thead> <tbody> <tr> <td>2022-Q4</td> <td>0.00</td> <td>0.32</td> </tr> <tr> <td>2023-Q1</td> <td>0.00</td> <td>0.24</td> </tr> <tr> <td>2023-Q2</td> <td>0.00</td> <td>0.24</td> </tr> <tr> <td>2023-Q3</td> <td>0.00</td> <td>0.24</td> </tr> <tr> <td>2023-Q4</td> <td>0.00</td> <td>0.24</td> </tr> <tr> <td>2024-Q1</td> <td>0.00</td> <td>0.24</td> </tr> <tr> <td>2024-Q2</td> <td>0.00</td> <td>0.24</td> </tr> <tr> <td>2024-Q3</td> <td>0.04</td> <td>0.24</td> </tr> </tbody> </table> </div> </div>						Category	Value (per 1,000 accounts)	Least Fav Quartile	0.44	Industry Median	0.24	Most Fav Quartile	0.07	Tacoma Water	0.04	Quarter	Tacoma Water (per 1,000 accounts)	Industry Median (per 1,000 accounts)	2022-Q4	0.00	0.32	2023-Q1	0.00	0.24	2023-Q2	0.00	0.24	2023-Q3	0.00	0.24	2023-Q4	0.00	0.24	2024-Q1	0.00	0.24	2024-Q2	0.00	0.24	2024-Q3	0.04	0.24
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<p>Definition: Measures the number of unplanned service disruptions lasting between 4 and 12 hours over the period, expressed per 1,000 accounts. A lower ratio is preferred, indicating fewer unplanned service disruptions.</p> <p>How it is measured: Ratio of total number of unplanned service disruptions of 4-12 hours x 1,000 divided by the number of residential and non-residential accounts.</p> <p>Reporting Frequency: Annual historical plus current rolling 12 months; calculated quarterly</p> <p>Sources: Tacoma Water internal data; AWWA</p>																																										

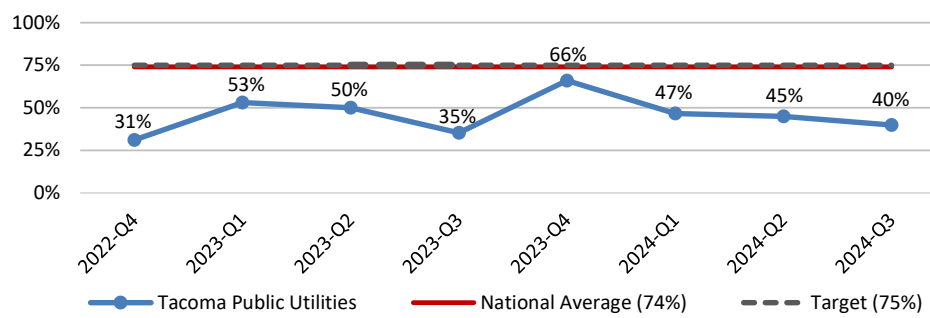
(7) Distribution System Leakage	Status:	2020	2021	2022	2023																					
<p style="text-align: center;">Distribution System Leakage</p>  <table border="1"> <caption>Distribution System Leakage</caption> <thead> <tr> <th>Year</th> <th>Tacoma Water (%)</th> <th>State Regulatory Max (%)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>6.3%</td> <td>10%</td> </tr> <tr> <td>2019</td> <td>4.8%</td> <td>10%</td> </tr> <tr> <td>2020</td> <td>5.6%</td> <td>10%</td> </tr> <tr> <td>2021</td> <td>4.5%</td> <td>10%</td> </tr> <tr> <td>2022</td> <td>4.4%</td> <td>10%</td> </tr> <tr> <td>2023</td> <td>3.9%</td> <td>10%</td> </tr> </tbody> </table>						Year	Tacoma Water (%)	State Regulatory Max (%)	2018	6.3%	10%	2019	4.8%	10%	2020	5.6%	10%	2021	4.5%	10%	2022	4.4%	10%	2023	3.9%	10%
Year	Tacoma Water (%)	State Regulatory Max (%)																								
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<p>Definition: Measures the difference between the amount of water Tacoma Water produces and the amount of water accounted for in sales and other known uses for a given period. Identifies leaks and/or unauthorized use of water in the Tacoma Water transmission and distribution systems. A lower ratio is preferred.</p> <p>How it is measured: Ratio of total water produced minus authorized consumption to total water produced x 100.</p> <p>Reporting Frequency: Annual</p> <p>Sources: Tacoma Water internal data</p>																										

(8) Water Conservation	Status:	2020	2021	2022	2023																																				
<p style="text-align: center;">Conservation Achieved</p>  <table border="1" data-bbox="386 394 1242 703"> <caption>Conservation Achieved Data</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Cumulative Target (%)</th> </tr> </thead> <tbody> <tr><td>2017</td><td>0.0%</td><td>0.0%</td></tr> <tr><td>2018</td><td>-6.3%</td><td>0.0%</td></tr> <tr><td>2019</td><td>2.2%</td><td>0.0%</td></tr> <tr><td>2020</td><td>4.4%</td><td>0.0%</td></tr> <tr><td>2021</td><td>-0.6%</td><td>0.0%</td></tr> <tr><td>2022</td><td>5.8%</td><td>0.0%</td></tr> <tr><td>2023</td><td>-0.9%</td><td>0.0%</td></tr> <tr><td>2024</td><td></td><td>~1.65%</td></tr> <tr><td>2025</td><td></td><td>~3.3%</td></tr> <tr><td>2026</td><td></td><td>~5.0%</td></tr> <tr><td>2027</td><td></td><td>6.65%</td></tr> </tbody> </table>						Year	Actual (%)	Cumulative Target (%)	2017	0.0%	0.0%	2018	-6.3%	0.0%	2019	2.2%	0.0%	2020	4.4%	0.0%	2021	-0.6%	0.0%	2022	5.8%	0.0%	2023	-0.9%	0.0%	2024		~1.65%	2025		~3.3%	2026		~5.0%	2027		6.65%
Year	Actual (%)	Cumulative Target (%)																																							
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<p>Definition: Measurement of realized conservation compared to conservation goal. The current conservation goal for Tacoma Water is to achieve a 6.65% reduction in peak water production (measured May to October) between 2018 and 2027.</p> <p>How it is measured: Cumulative percentage reduction in consumption, measured in gallons per capita per day.</p> <p>Reporting Frequency: Annual progress towards 10-year goal</p> <p>Sources: Tacoma Water internal data</p>																																									

Commitment to Customers & Employees																				
(9) Customer Satisfaction	Status:	2020	2021	2022	2023															
<p>Overall Satisfaction with Water Service: Tacoma Water</p>  <table border="1"> <caption>Overall Satisfaction with Water Service: Tacoma Water</caption> <thead> <tr> <th>Year</th> <th>Tacoma Water Score</th> <th>Target (8.0)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>7.9</td> <td>8.0</td> </tr> <tr> <td>2021</td> <td>7.9</td> <td>8.0</td> </tr> <tr> <td>2022</td> <td>8.0</td> <td>8.0</td> </tr> <tr> <td>2023</td> <td>8.0</td> <td>8.0</td> </tr> </tbody> </table>						Year	Tacoma Water Score	Target (8.0)	2020	7.9	8.0	2021	7.9	8.0	2022	8.0	8.0	2023	8.0	8.0
Year	Tacoma Water Score	Target (8.0)																		
2020	7.9	8.0																		
2021	7.9	8.0																		
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2023	8.0	8.0																		
<p>Definition: Indicates customers' overall satisfaction with water service provided by Tacoma Water. Satisfaction is assessed using a scale from 0 (extremely dissatisfied) to 10 (extremely satisfied). A higher score indicates greater overall satisfaction.</p> <p>How it is measured: Mean of all scores.</p> <p>Reporting Frequency: Updated with each annually conducted survey</p> <p>Sources: Tacoma Public Utilities Residential Customer Satisfaction Baseline Survey</p>																				

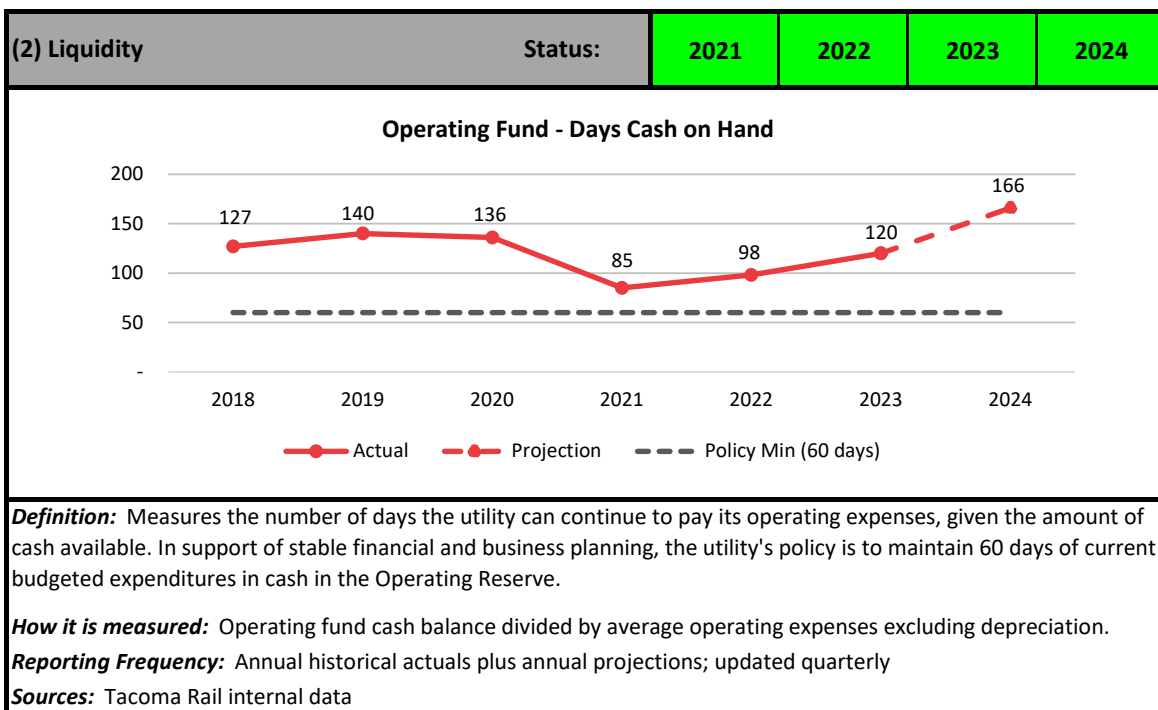
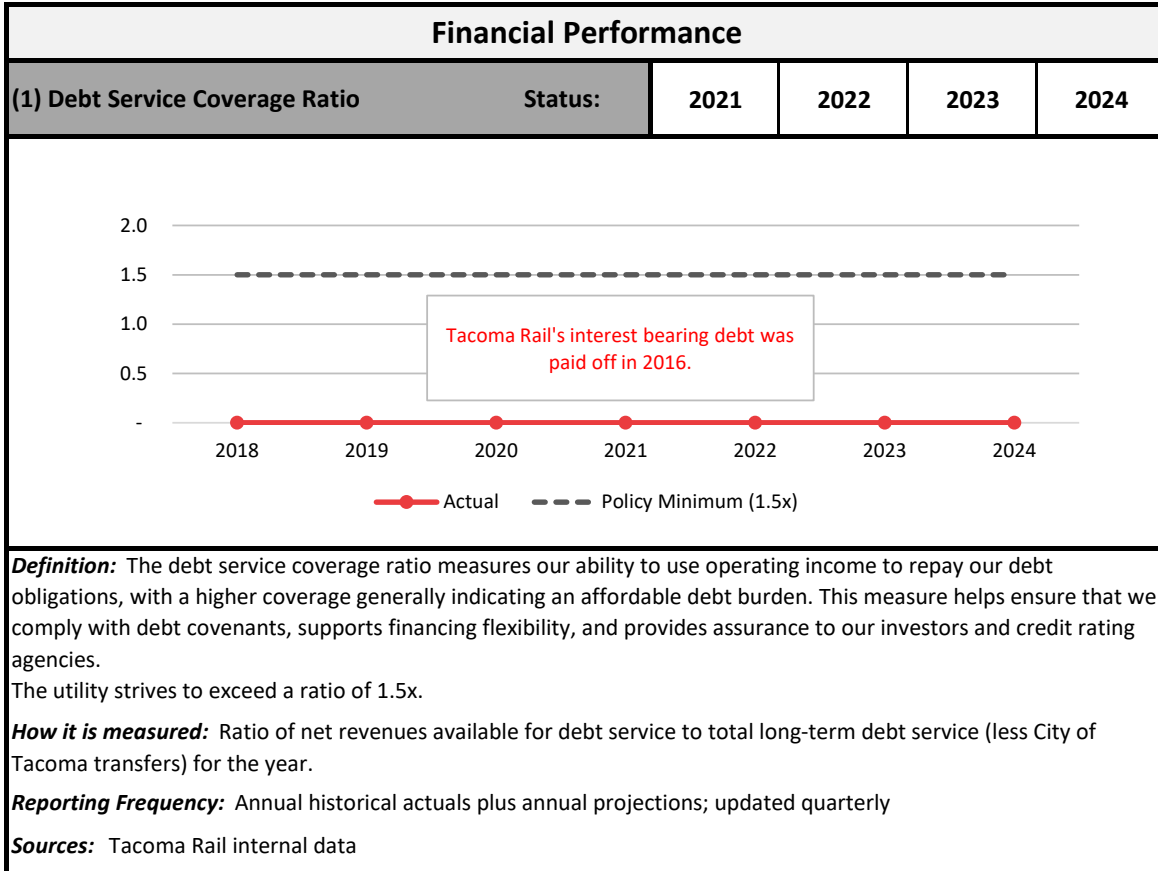
(10) Employee Satisfaction	Status:	2015	2018	2020	2022																					
<p>Tacoma Water Employee Overall Satisfaction</p>  <table border="1"> <caption>Tacoma Water Employee Overall Satisfaction</caption> <thead> <tr> <th>Year</th> <th>Tacoma Water Score (%)</th> <th>Target (70%)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>66%</td> <td>70%</td> </tr> <tr> <td>2014</td> <td>73%</td> <td>70%</td> </tr> <tr> <td>2015</td> <td>66%</td> <td>70%</td> </tr> <tr> <td>2018</td> <td>85%</td> <td>70%</td> </tr> <tr> <td>2020</td> <td>82%</td> <td>70%</td> </tr> <tr> <td>2022</td> <td>74%</td> <td>70%</td> </tr> </tbody> </table>						Year	Tacoma Water Score (%)	Target (70%)	2013	66%	70%	2014	73%	70%	2015	66%	70%	2018	85%	70%	2020	82%	70%	2022	74%	70%
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<p>Definition: Indicates employees' response to the question "Overall, I am satisfied with TPU as a place to work." based on an independently conducted employee survey. Satisfaction is assessed using a scale of 1 (strongly disagree) to 5 (strongly agree).</p> <p>How it is measured: Percentage of total responses receiving a score of 4 or 5.</p> <p>Reporting Frequency: Updated with each biennially conducted survey</p> <p>Sources: TPU All-Employee Engagement Survey</p>																										

(11) Employee Safety	Status:	Q1	Q2	Q3	Q4																											
<p>OSHA Incidence Rates: Tacoma Water</p>  <table border="1"> <caption>OSHA Incidence Rates Data</caption> <thead> <tr> <th>Quarter</th> <th>Tacoma Water</th> <th>Benchmark (BLS 5-year average)</th> </tr> </thead> <tbody> <tr><td>2022-Q4</td><td>5.5</td><td>5.0</td></tr> <tr><td>2023-Q1</td><td>5.5</td><td>5.0</td></tr> <tr><td>2023-Q2</td><td>5.4</td><td>5.0</td></tr> <tr><td>2023-Q3</td><td>4.3</td><td>5.0</td></tr> <tr><td>2023-Q4</td><td>4.6</td><td>5.0</td></tr> <tr><td>2024-Q1</td><td>5.0</td><td>5.0</td></tr> <tr><td>2024-Q2</td><td>4.6</td><td>5.0</td></tr> <tr><td>2024-Q3</td><td>4.5</td><td>5.0</td></tr> </tbody> </table>						Quarter	Tacoma Water	Benchmark (BLS 5-year average)	2022-Q4	5.5	5.0	2023-Q1	5.5	5.0	2023-Q2	5.4	5.0	2023-Q3	4.3	5.0	2023-Q4	4.6	5.0	2024-Q1	5.0	5.0	2024-Q2	4.6	5.0	2024-Q3	4.5	5.0
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<p>Definition: The number of employees per 100 full-time employees that have been involved in a recordable injury or illness.</p> <p>According to safety standards for recordkeeping and reporting, recordable injuries or illnesses include, but are not limited to, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness or death.</p> <p>How it is measured: Ratio of total recordable injuries and illnesses during the year to the total worker-hours of exposure, per 100 employees.</p> <p>Reporting Frequency: Annual historical plus current rolling 12 months; calculated quarterly</p> <p>Sources: Tacoma Water internal data, Bureau of Labor Statistics (BLS)</p>																																

(12) Call Center Responsiveness	Status:	Q1	Q2	Q3	Q4																																				
<p>Percentage of calls answered in 30 seconds or less</p>  <table border="1"> <caption>Call Center Responsiveness Data</caption> <thead> <tr> <th>Quarter</th> <th>Tacoma Public Utilities</th> <th>National Average (74%)</th> <th>Target (75%)</th> </tr> </thead> <tbody> <tr><td>2022-Q4</td><td>31%</td><td>74%</td><td>75%</td></tr> <tr><td>2023-Q1</td><td>53%</td><td>74%</td><td>75%</td></tr> <tr><td>2023-Q2</td><td>50%</td><td>74%</td><td>75%</td></tr> <tr><td>2023-Q3</td><td>35%</td><td>74%</td><td>75%</td></tr> <tr><td>2023-Q4</td><td>66%</td><td>74%</td><td>75%</td></tr> <tr><td>2024-Q1</td><td>47%</td><td>74%</td><td>75%</td></tr> <tr><td>2024-Q2</td><td>45%</td><td>74%</td><td>75%</td></tr> <tr><td>2024-Q3</td><td>40%</td><td>74%</td><td>75%</td></tr> </tbody> </table>						Quarter	Tacoma Public Utilities	National Average (74%)	Target (75%)	2022-Q4	31%	74%	75%	2023-Q1	53%	74%	75%	2023-Q2	50%	74%	75%	2023-Q3	35%	74%	75%	2023-Q4	66%	74%	75%	2024-Q1	47%	74%	75%	2024-Q2	45%	74%	75%	2024-Q3	40%	74%	75%
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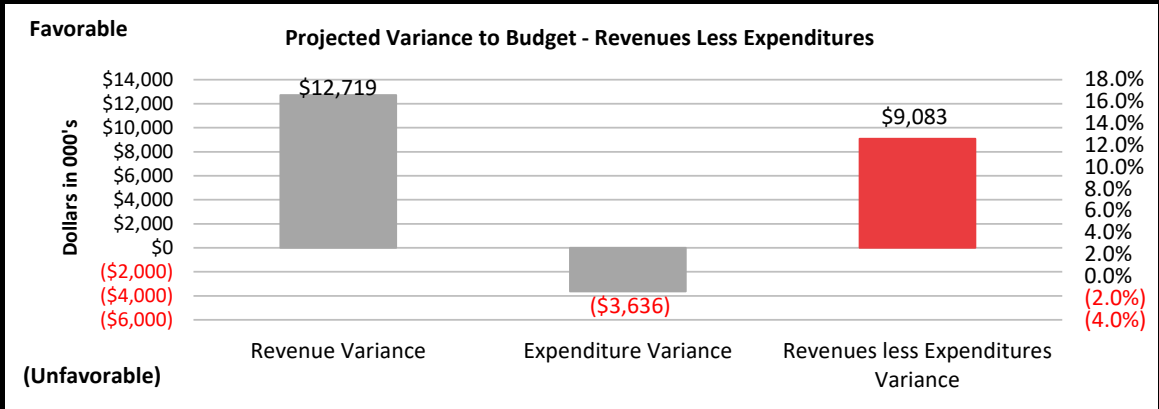


Performance Metrics Summary





(3) Budget Performance Status: **2023-2024
Biennium Projection**



Definition: Tacoma Rail's projected biennial performance as compared to its approved budget. The measure compares projected revenues and expenditures to budget for the biennium. A projection which is favorable to budget is preferable.

How it is measured: Projected revenues less projected expenditures for the biennium are compared to budgeted revenues less expenditures. Projections consider actual to-date results plus assumptions for future performance.

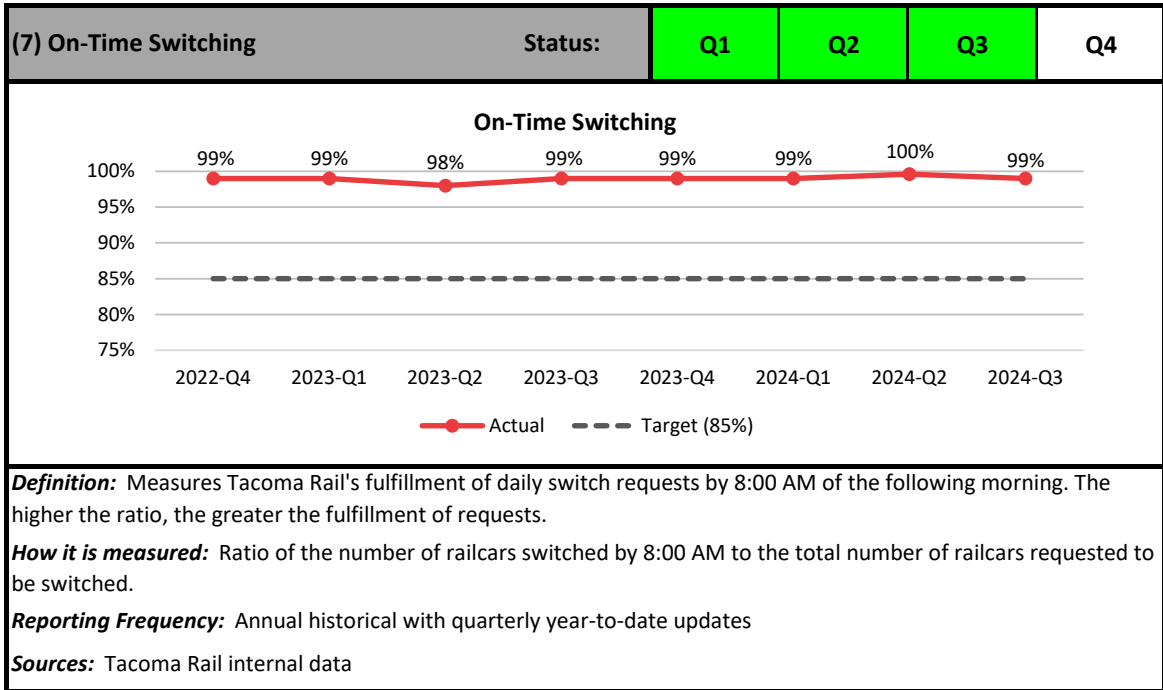
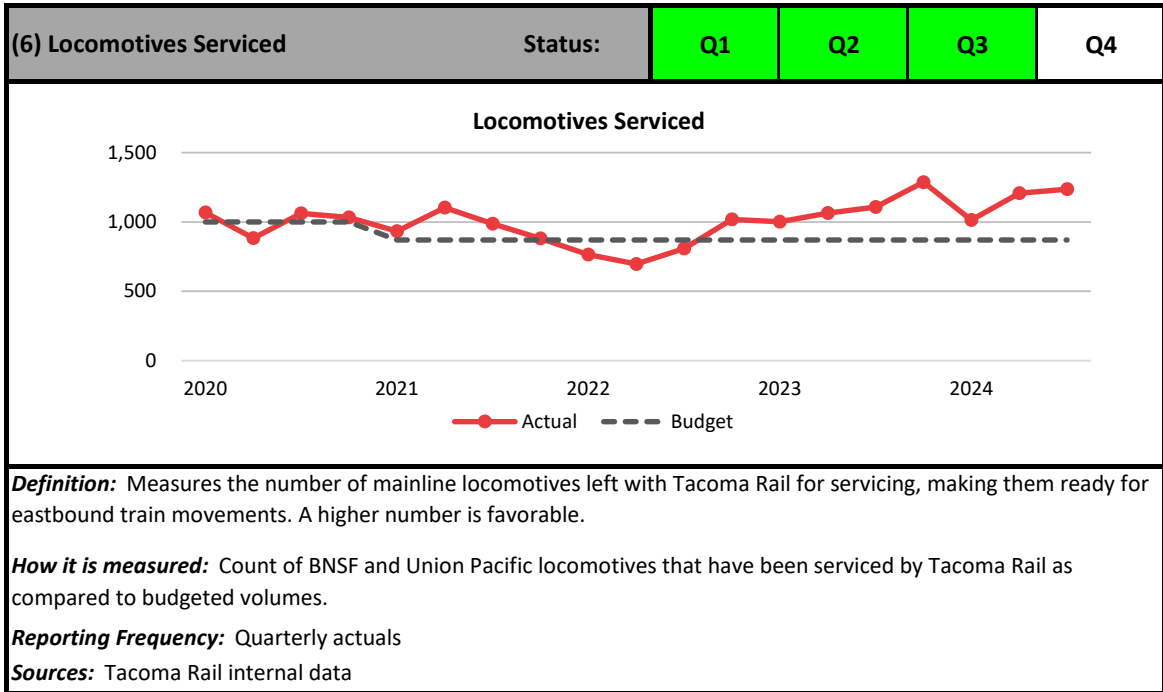
Reporting Frequency: Quarterly updates of biennium-end projection

Sources: Tacoma Rail internal data



Operational Excellence																																													
(4) Railroad Tariffs Comparison		Status:	2021	2022	2023	2024																																							
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<p>Definition: Compares Tacoma Rail freight tariff rates to similar short-line railroads. Lower rates are favorable for customers, all other things being equal.</p> <p>How it is measured: The low and high range of Tacoma Rail freight tariff rates in the Tideland Division are compared to similar short-line railroads; the New Orleans Public Beltline (NOPB) and Port terminal Railroad Association (PTRA).</p> <p>Reporting Frequency: Annual, or as rates change</p> <p>Sources: Tacoma Rail internal data, New Orleans Public Beltline (NOPB) and Port Terminal Railroad Association (PTRA)</p>																																													

(5) Operating Ratio		Status:	Q1	Q2	Q3	Q4																										
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(8) Storm Water Stewardship **Status:** **2024**

2024 Q2	Turbidity	Copper	Zinc	Oil/Grease	PH	TPH
Benchmarks	25	14	117	Y/N	5.0-9.0	10
Catch Basin 1	A	10.2	78	A	A	A
Catch Basin 2	A	A	A	A	A	A
Man Hole	42.0	A	A	A	A	A

Tacoma Rail Performance

2020 2021 2022 2023 2024

- Consistent Attainment
- Corrective Action
- Non-Compliant
- Tacoma Rail

Definition: Tacoma Rail strives to be compliant with its Industrial Storm Water Permit which includes testing for zinc, copper, oil, turbidity, pH and total petroleum hydrocarbon levels in storm water runoff at three location points. The goal is to achieve full consistent attainment which is achieved after eight quarters of compliance. If any level tests out of the Washington State Department of Ecology (WSDOE) standard, a Corrective Action is needed. Each Corrective action level has specific requirements defined by the applied Industrial Stormwater Permit.

How it is measured: For Washington State Department of Ecology standards for storm water compliance, quarterly tests of water flows at collection locations at Tacoma Rail are conducted and summarized in a detailed report. Green represents compliance. Yellow represents an exceedance that resulted in corrective action(s) taken. Red is non-compliance.

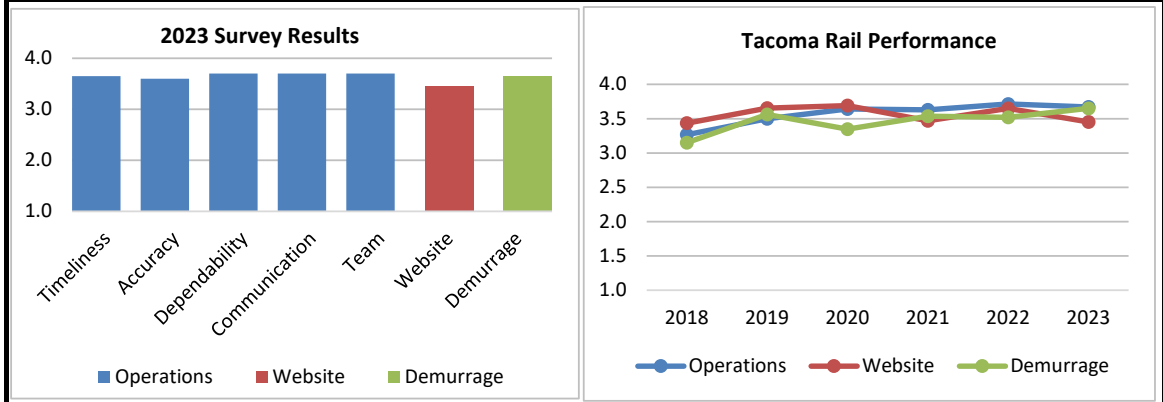
Reporting Frequency: Quarterly

Sources: Washington State Department of Ecology (Storm Water)



Commitment to Customers & Employees

(9) Customer Satisfaction	Status:	2020	2021	2022	2023
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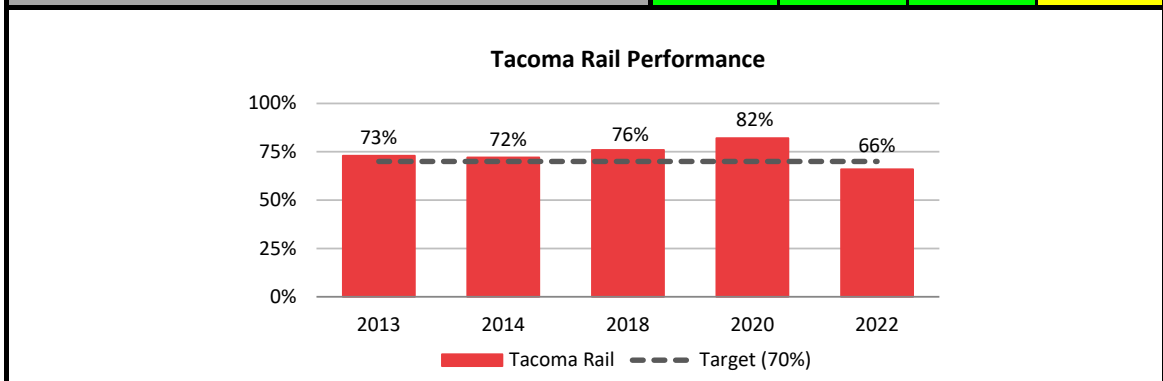
Definition: Measures customers' overall satisfaction with services provided by Tacoma Rail in the areas of operations, demurrage services and the customer-facing website. Based on a customer survey using a 1 to 4 scale, with 3 being satisfied and 4 being very satisfied. A higher score indicates greater overall satisfaction in key areas.

How it is measured: Mean of the weighted average score of question categories in the survey.

Reporting Frequency: Updated with each newly conducted annual survey

Sources: Tacoma Rail internal data

(10) Employee Satisfaction	Status:	2014	2018	2020	2022
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Definition: Indicates employees' response to the question "Overall, I am satisfied with TPU as a place to work." based on an independently conducted employee survey. Satisfaction is assessed using a scale of 1 (strongly disagree) to 5 (strongly agree).

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

Reporting Frequency: Updated with each biennially conducted survey

Sources: TPU All-Employee Engagement Survey



(11) Employee Safety		Status:	Q1	Q2	Q3	Q4																																				
<p>2024 Frequency Ratio (Injury Rates): Similar Railroads</p> <table border="1"> <caption>2024 Frequency Ratio (Injury Rates): Similar Railroads</caption> <thead> <tr> <th>Railroad</th> <th>Frequency Ratio</th> </tr> </thead> <tbody> <tr> <td>MNNR</td> <td>6.5</td> </tr> <tr> <td>NOPB</td> <td>5.2</td> </tr> <tr> <td>PHL</td> <td>5.2</td> </tr> <tr> <td>Tacoma</td> <td>1.7</td> </tr> </tbody> </table>	Railroad	Frequency Ratio	MNNR	6.5	NOPB	5.2	PHL	5.2	Tacoma	1.7	<p>Tacoma Rail Performance</p> <table border="1"> <caption>Tacoma Rail Performance</caption> <thead> <tr> <th>Quarter</th> <th>Tacoma Rail</th> <th>Industry Mean</th> </tr> </thead> <tbody> <tr> <td>2022-Q4</td> <td>1.2</td> <td>~2.0</td> </tr> <tr> <td>2023-Q1</td> <td>0.0</td> <td>~2.0</td> </tr> <tr> <td>2023-Q2</td> <td>2.7</td> <td>~2.0</td> </tr> <tr> <td>2023-Q3</td> <td>5.7</td> <td>~2.0</td> </tr> <tr> <td>2023-Q4</td> <td>3.1</td> <td>~2.0</td> </tr> <tr> <td>2024-Q1</td> <td>0.0</td> <td>~2.0</td> </tr> <tr> <td>2024-Q2</td> <td>3.2</td> <td>~2.0</td> </tr> <tr> <td>2024-Q3</td> <td>1.8</td> <td>~2.0</td> </tr> </tbody> </table>					Quarter	Tacoma Rail	Industry Mean	2022-Q4	1.2	~2.0	2023-Q1	0.0	~2.0	2023-Q2	2.7	~2.0	2023-Q3	5.7	~2.0	2023-Q4	3.1	~2.0	2024-Q1	0.0	~2.0	2024-Q2	3.2	~2.0	2024-Q3	1.8	~2.0
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<p>Definition: Standardized American Short Line & Regional Railroad Association (ASLRRA) safety metric. Railroads report the number of OJI incidents and employee on-duty hours. A lower metric is better.</p> <p>How it is measured: Railroad employee on-duty safety metrics by railroad per 200,000 hours worked.</p> <p>Reporting Frequency: Annual historical with quarterly year-to-date updates</p> <p>Sources: Tacoma Rail internal data; ASLRRA; Minnesota Commercial Railway (MNNR); New Orleans Public Beltline (NOPB); Pacific Harbor Line (PHL); Terminal Railway Alabama State Docks (TASD)</p>																																										