

2023 Utilities Director Work Plan

Strengthen Total Employee Experience:

**Actively sponsor continued Anti-Racist Transformation and Racial Equity Action Plan.*

- Host Equity Retreat with Equity Committees and Executive Leaders.
- Model and Support Equity

All Managers and Supervisors (in the role by 4-1-23) engage in 6 hours of equity/cultural enhancement activities such as the TPU Equity Summit, equity training, sponsored cultural events, affinity groups, or mentoring activities, etc., and fully support their employees' desires to participate in these activities.

- Update Racial Equity Action Plans for Tacoma Public Utilities

**Identify one or two key priority area(s) of focus from employee survey to address in 2023.*

- Enhance employee engagement score by 5 points in next survey (2024Q4)

Each Manager with a 2022 ESAT survey report for their team:

- Conducts meetings, as described in Director memo, with team members to collectively understand survey results.
- Collaboratively identifies at least one focus area to address and designs related action plan measures.
- Fully implements the action plan measures.

- Enhance communications: cascade communications.

Managers and Supervisors consistently cascade to their employees the communications contained in TPU Executive Bulletins.

**Enhance connectedness and cohesiveness.*

- Lead TPU wide strategy framework development and implementation.
- Sponsor safety recognition event.
- TPU Connects: host in-person networking event including breakout sessions, focus group discussions, and executive leader updates.

Elevate Customer Experience:

**Support development and implementation of customer experience strategy and roadmap.*

- Pursue top priority actions to continue strengthening the customer experience and refine our focus on customer experience.
 - Implement organization structure starting with hiring Deputy Director/Chief Customer Officer
 - Replacement of customer information system by end of biennium.

**Promote BCAP Plus participation.*

- Achieve 10,000 customers registered in BCAP by end of 2024 (biennium)

Enhanced Customer Assistance – Teams with touch point opportunities with Power and Water customers engage in ways, coordinated with their senior leader, that support the plan to increase to 10,000 the qualifying customers participating in the BCAP+ assistance program by the end of the biennium.

Enhance Operational Excellence:

**Support Board Work Plan development and implementation including refresh of Strategic Directives.*

- Update at least six strategic directives.

**Collaboratively, with general government shared service providers, reinstitute Service Level Agreements*

- Update and reinstitute Service Level Agreements for Human Resources and Finance that include joint, active measurement of Key Performance Indicators.

**Support completion of TPU 10 Year Management Review.*

**Sponsor TPU-wide prioritization of projects or strategies targeting federal or state grant dollars.*