



Education Outreach Board Update

Christian Paige
Education Outreach Manager



Roadmap

What will be covered today:

- *Education outreach position*
- *K-Career pipeline planning*
- *Current efforts and priority alignment*
- *Internships*
- *Recommendations*
- *Question and Answer*



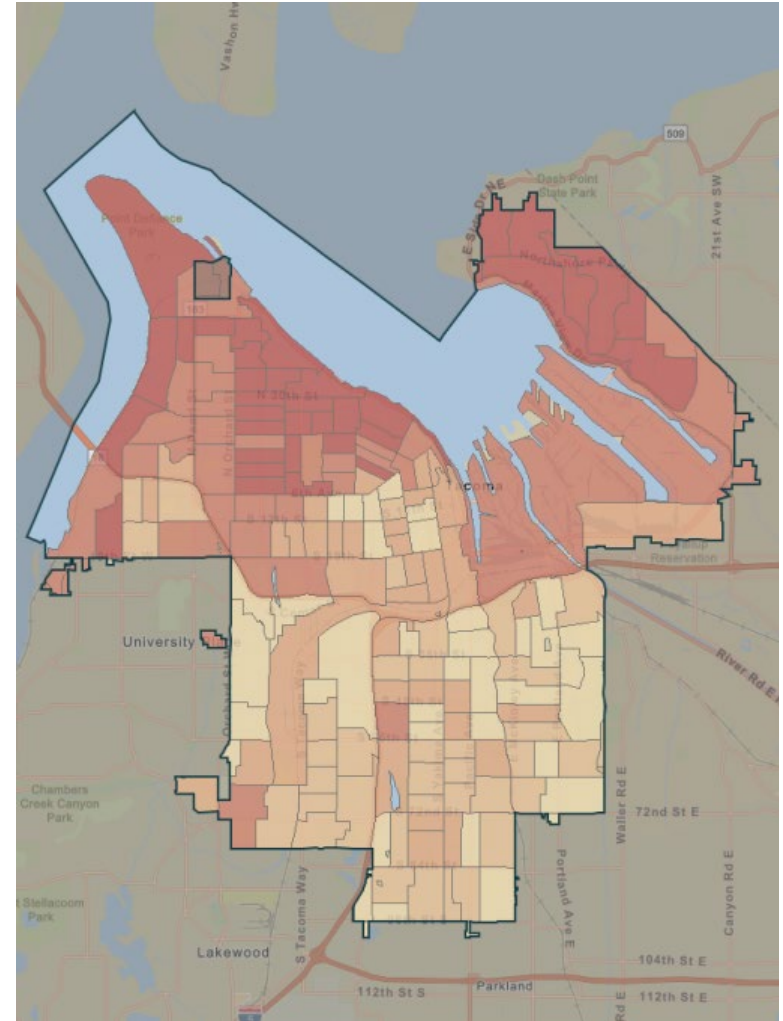
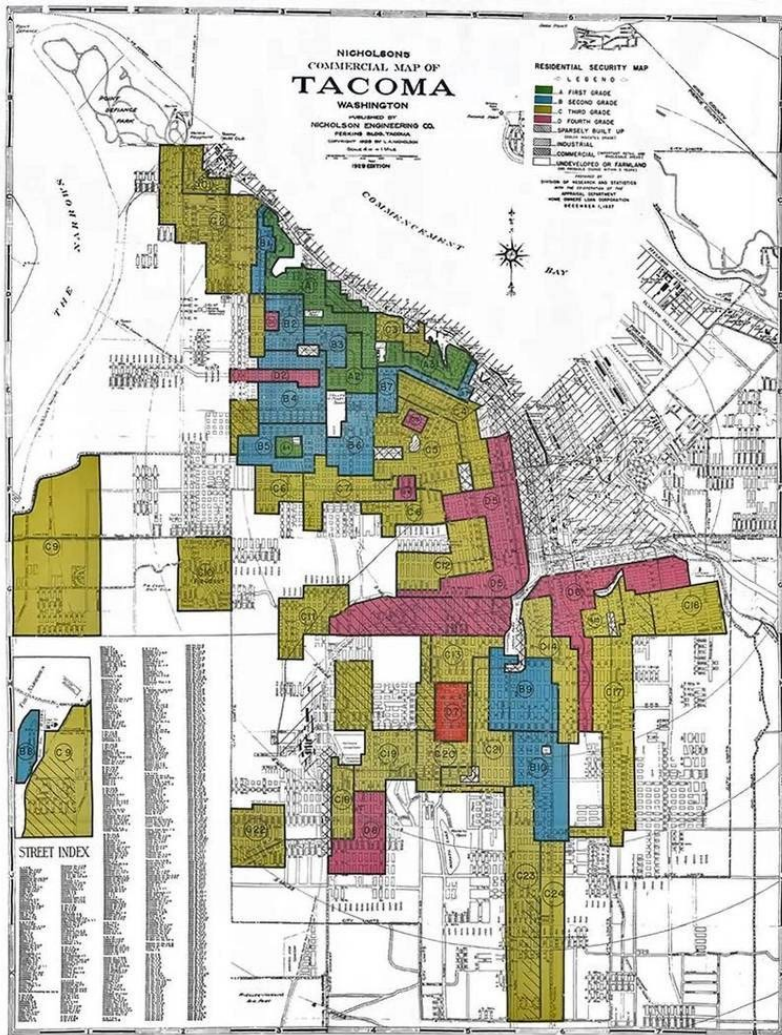
Board Strategic Directive 1

The TPU Board supports the Tacoma City Council Resolution 39019 Equity and Empowerment Initiative Framework and is committed to its five primary goals:

- The City of Tacoma workforce reflects the community it serves;
- Purposeful community outreach and engagement;
- Equitable service delivery to all residents and visitors;
- Support human rights and opportunities for everyone to achieve their full potential;
- Commitment to equity in local government decision-making.



Systemic Impacts



Outreach Programming

Why am I in this position?

- I grew up in Tacoma and understand the culture and economics of the city.
- I have a background in education, recruiting, program management and curriculum design.
- I am passionate about this community and ensuring that my programming produces equitable outcomes.

A shift in philosophy.

- So That...
- Having our workforce reflect our community.
- Creating effective community partnerships.
- Understanding education to be a pipeline approach.
- Building a positive relationship with students and families.



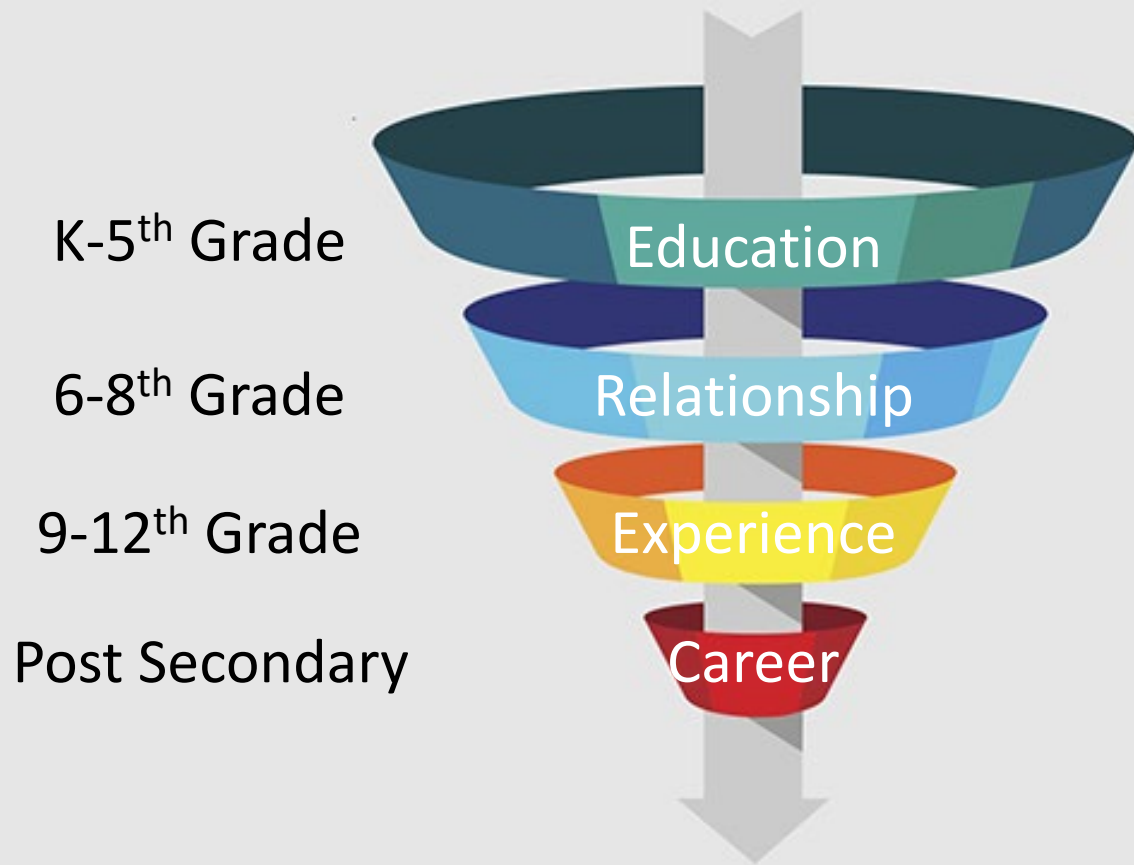
School Partnerships in Service Territory

- *AVID (Advancement via Individual Determination) career visits*
- *Sitting on Career and Technical Education Advisory Board*
- *Participating in Tacoma STEAM Roundtable and Local Business Roundtable*
- *Attending college and career fairs*
- *Leading hydro project and other facility tours*

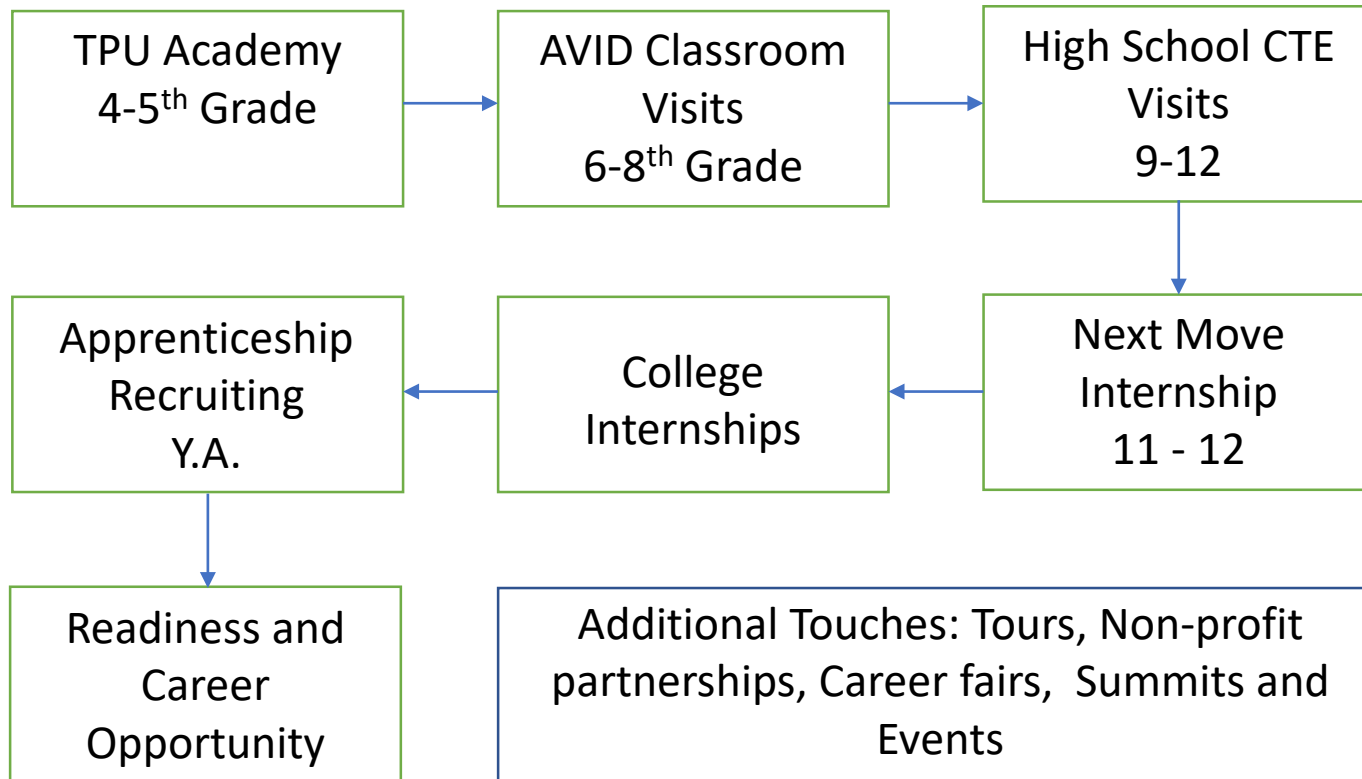


*How does education outreach
help with board strategic
directive 1?*





K-12 Workforce Career Planning



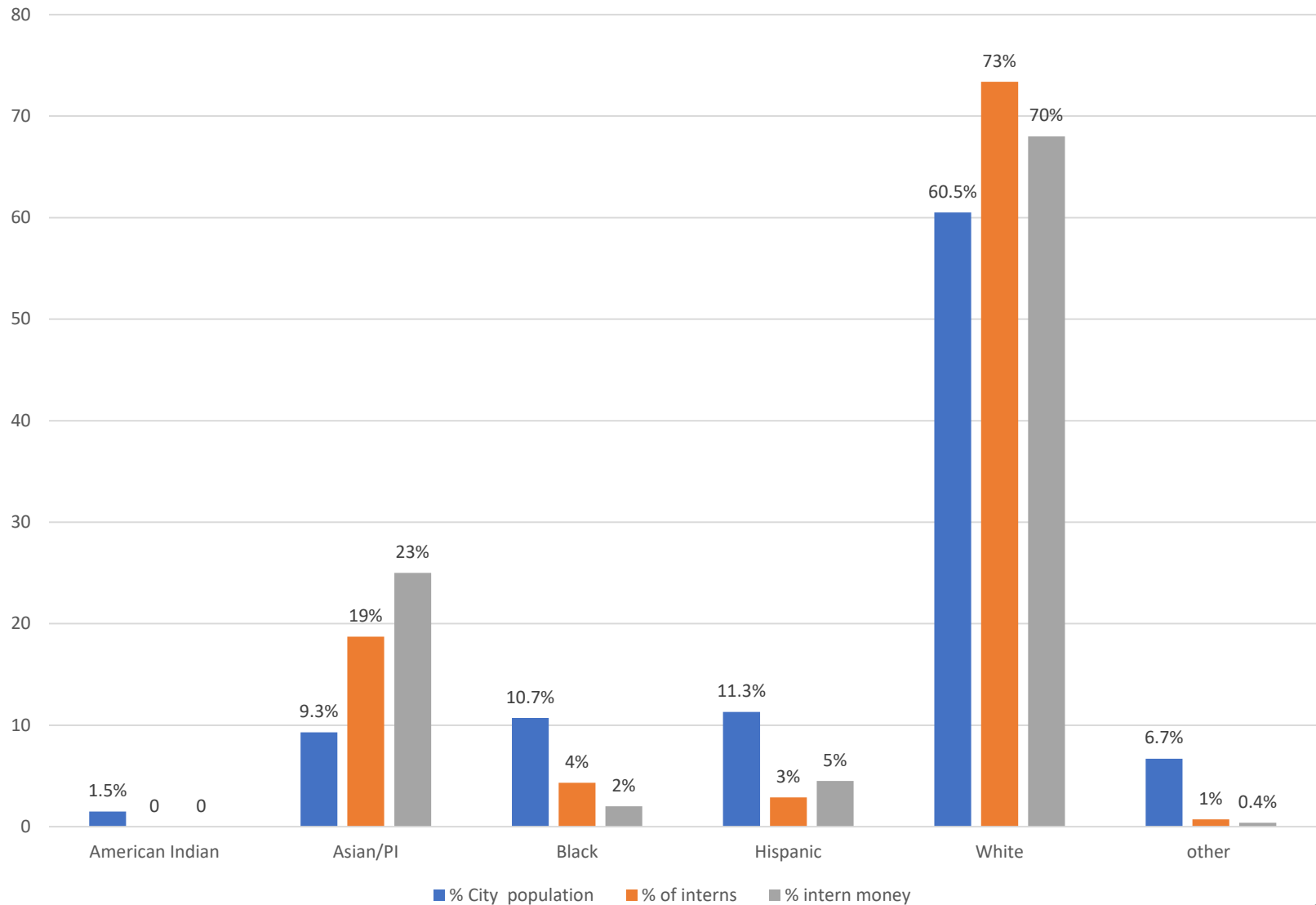
Non-Profits


- *Foundation for Water and Energy Education (Elementary)*
- *Boys and Girls Club (4th and 5th Grade)*
- *Tacoma Urban League Male Involvement Program (11-14yrs.)*
- *Next Move Internship (11th and 12th Grade)*
- *Pacific Education Institute*
- *Puget Sound Internship Roundtable (College)*
- *SEED Internship (Jr. and Sr. College)*
- *Palmer Scholars (16-24yrs.)*



Chart A

Comparison of City Demographics by Ethnicity to City Internships and Pay



<div>Date</div> <div>12/3/2019</div>	<div>Project</div> <div>Citywide Paid Post-Secondary Internship Equity</div>														
<div>Team</div> <div><div>Sponsors: Gary Buchanan, Lisa Woods Tanisha Jumper, Jim Sant</div><div>Leadership: Cathy Journey (HR-facilitator), Raeshawna Ware (ES), Georgia Lewis (HR), Jacqueline Fuller (ES)</div><div>Improvement Team: Alice Massara (Power) Mia Navarro (OEHR-TPU) Kat Flores (HR-Outreach) Celine Mina (Water) Corey Mosesly (OEHR) Jacques Colon (MCO) Christian Paige (TPU) Additions: FI, IT</div><div>Resources: City of Seattle, Colleges and universities, Metro Parks, Labor Relations</div></div>	<div>Problem Statement</div> <div>The City of Tacoma’s current outreach and hiring processes are not currently producing racially equitable outcomes as it relates to hiring post-secondary paid interns. Over the last 3 years, the City spent ~\$1.2 million on paid internships. Out of the total paid to interns, \$809,983 was paid to Whites (70%), \$266,195 to Asians (23%), \$54,435 to Hispanics (5%), \$23,775 to Blacks (2%), \$5,359 to Other (0.4%), and \$0 to American Indians (0%). This distribution of funding does not align with the Tacoma’s current population demographics nor does it support the efforts to amend the accumulated historical disparities in the City’s hiring practices. The data does not include unpaid internships. This data will be the basis of measurement for establishing a consistent City-wide process to ensure racial equity in the City’s internship program while sustaining the current positive distribution among gender.</div> <div>Scope</div> <div>Start by identifying areas to build equity into the current internship “outreach to hiring” process and end with a standard process for filling internships.</div> <div>Targeted Outcomes</div> <div><ul style="list-style-type: none">• Racial equity• Standard, sustainable, City-wide process for outreach and hiring• Centralized vetted funding• Tracking through EEO report• All post-secondary internships are paid• Recommendations for internship classifications• Recommendations for a supporting infrastructure (internship coordinator position(s))</div> <div>Boundaries</div> <div><ul style="list-style-type: none">• Out of scope: High school interns and job shadowing• Out of scope: Volunteer programs• Out of scope: Apprenticeship programs• Out of scope: Externships</div>														
<div>Stakeholders</div> <div><div>Customers: Internship program leaders Area college representatives and students City of Tacoma residents</div><div>Other Stakeholders: Internal departments Labor Relations External Partners</div></div>	<div>Timeline – 24 Month Project Length</div> <table><tr><td>Timeline</td><td>Jan - Aug 2019</td><td>Oct 2019</td><td>July 2019 – May 2020</td><td>May – Jun 2020</td><td>July - Sept 2020</td><td>Sept 2020</td></tr><tr><td>Steps</td><td>Create Charter</td><td>Gain Sponsorship</td><td>Outreach and Research</td><td>Generate & Evaluate Solutions</td><td>Finalize Proposals</td><td>Implement & Celebrate</td></tr></table>	Timeline	Jan - Aug 2019	Oct 2019	July 2019 – May 2020	May – Jun 2020	July - Sept 2020	Sept 2020	Steps	Create Charter	Gain Sponsorship	Outreach and Research	Generate & Evaluate Solutions	Finalize Proposals	Implement & Celebrate
Timeline	Jan - Aug 2019	Oct 2019	July 2019 – May 2020	May – Jun 2020	July - Sept 2020	Sept 2020									
Steps	Create Charter	Gain Sponsorship	Outreach and Research	Generate & Evaluate Solutions	Finalize Proposals	Implement & Celebrate									
<div></div>															

*Changing the process of how
interns are recruited,
interviewed, hired, and
retained.*



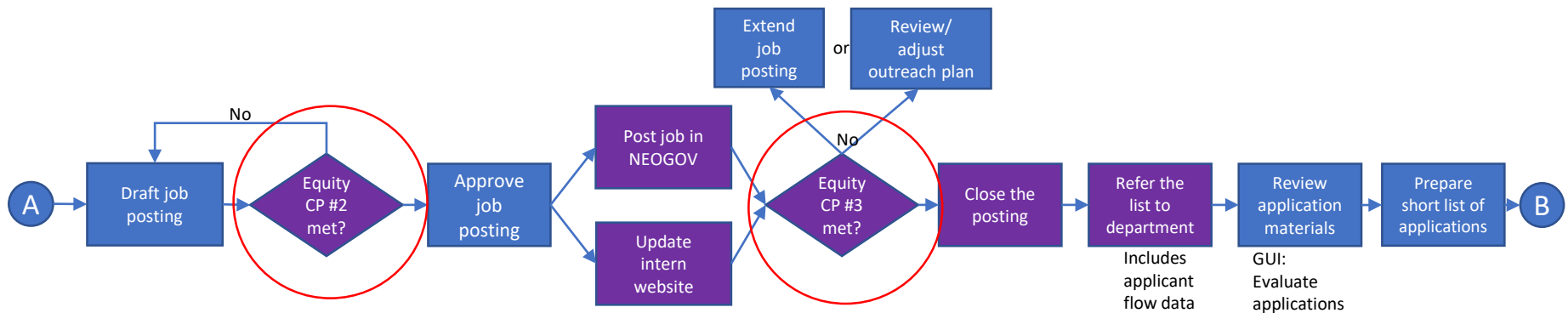
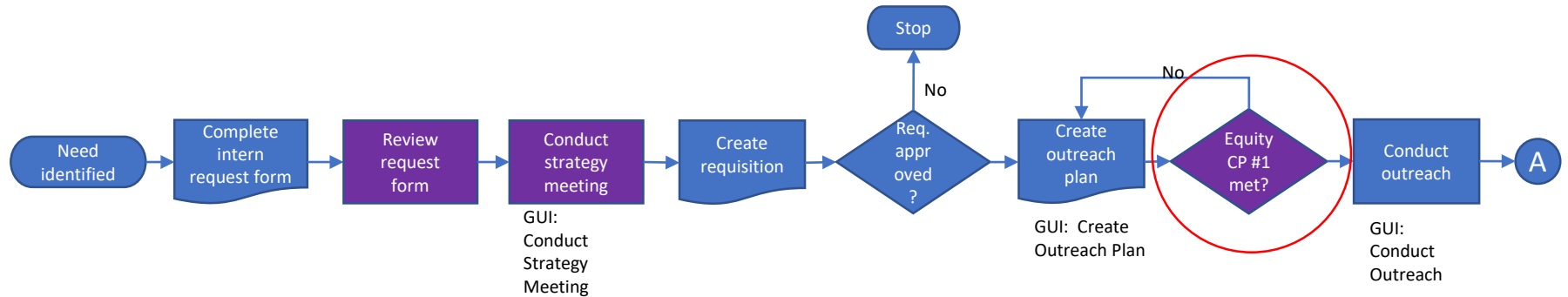
Intern Outreach and Selection Process

Legend



GUI=Guidance Document

DRAFT



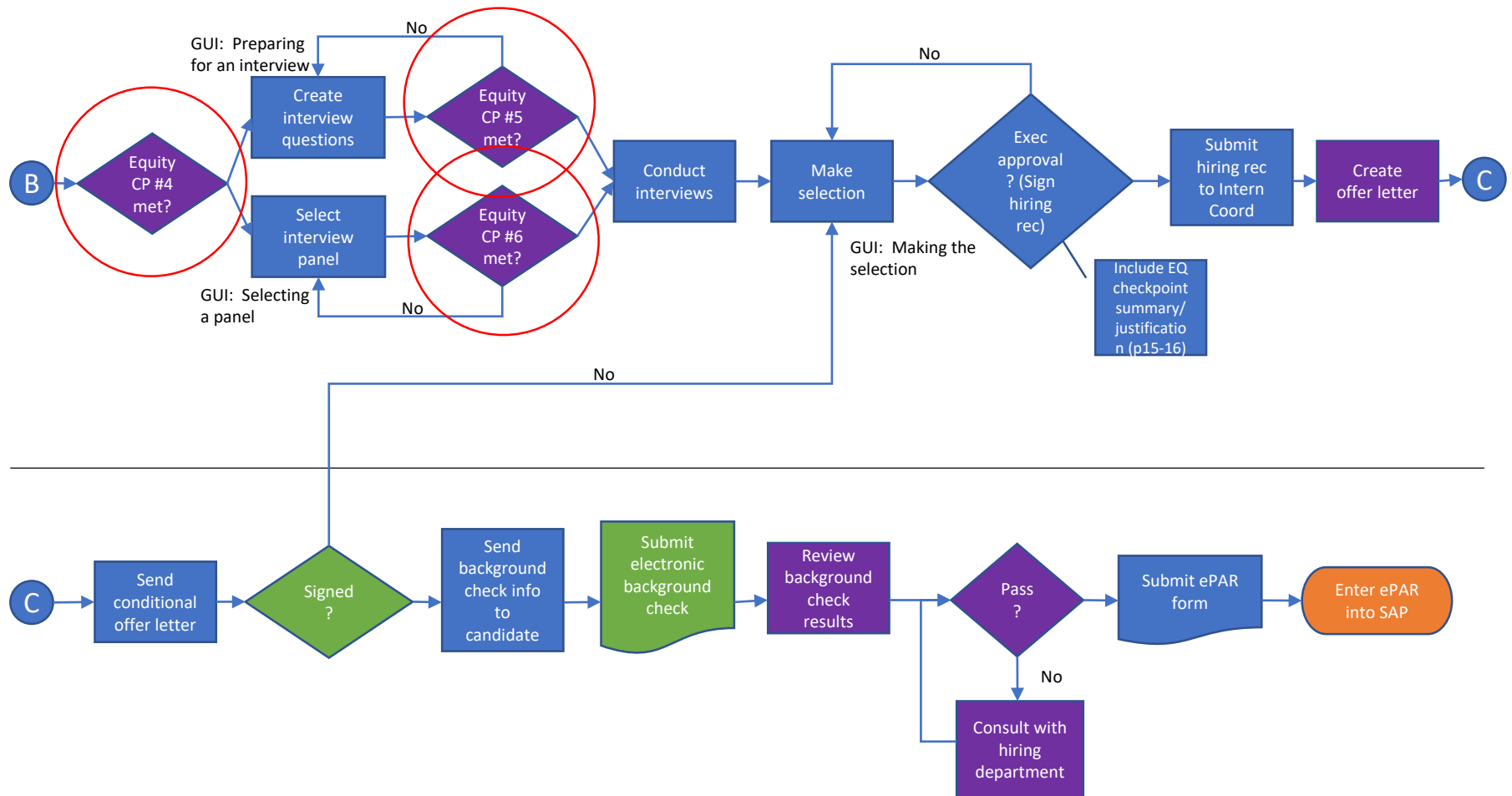
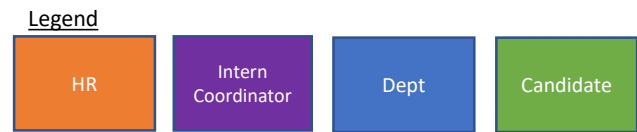
Equity CP #1: Does the outreach plan include a diverse selection of colleges and external organizations?

Equity CP #2: Does the job posting, including supplemental questions, use neutral and inclusive language?

Equity CP #3: Is there a diverse pool of applicants?

Intern Outreach and Selection Process

DRAFT



Equity CP #4: Is the application review process inclusive of life experience and cultural competencies?

Equity CP #5: Are the questions inclusive and gender neutral?

Equity CP #6: Is the interview panel diverse?

Proposed Check-Points

Equity Checkpoints:

- Equity CP #1: Does the outreach plan include a diverse selection of colleges and external organizations?
- Equity CP #2: Does the job posting, including supplemental questions, use neutral and inclusive language?
- Equity CP #3: Is there a diverse pool of applicants?
- Equity CP #4: Is the application review process inclusive of life experience and cultural competencies?
- Equity CP #5: Are the questions inclusive and gender neutral?
- Equity CP #6: Is the interview panel diverse?



Immediate solutions to increase equity and access



SEED Internship

Seed Applications 2019:

- *120 interns across 80 employers*
- *67 percent were students of color*
- *60 percent were first-generation students*
- *87 percent were applying for their first paid internship*

Seed Provides:

- *Recruitment of diverse candidates (all with ties to Tacoma)*
- *Cohort training model*
- *Consistent two way evaluation*



Recommendations and Future Efforts

- *Considering a partnership with SEED Internship*
(ROI – Equitable and Central process for internships)
- *Funding a formal partnership with Palmer Scholars*
(ROI – Diversifying apprenticeship recruitment)
- *Focusing education strategies on impacted communities*
(ROI – Better rate payer relationships, career interests from untapped communities)
- *Hosting a TPU trade summit*
(ROI – Early interest, name recognition, and tracking)





Thank you

Questions?





Serving our customers

Enhancing the TPU Customer Experience

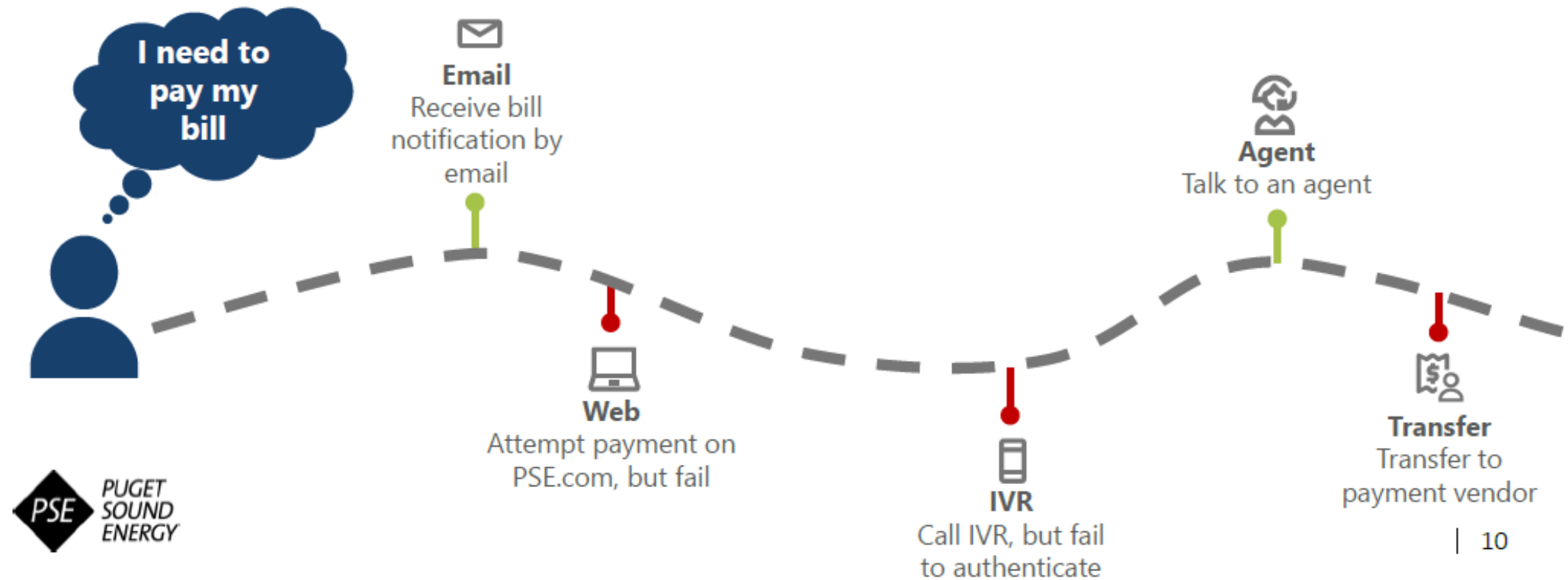
Joe Tellez, Chief Technology Officer

Dan Drennan, Marketing & Development Manager

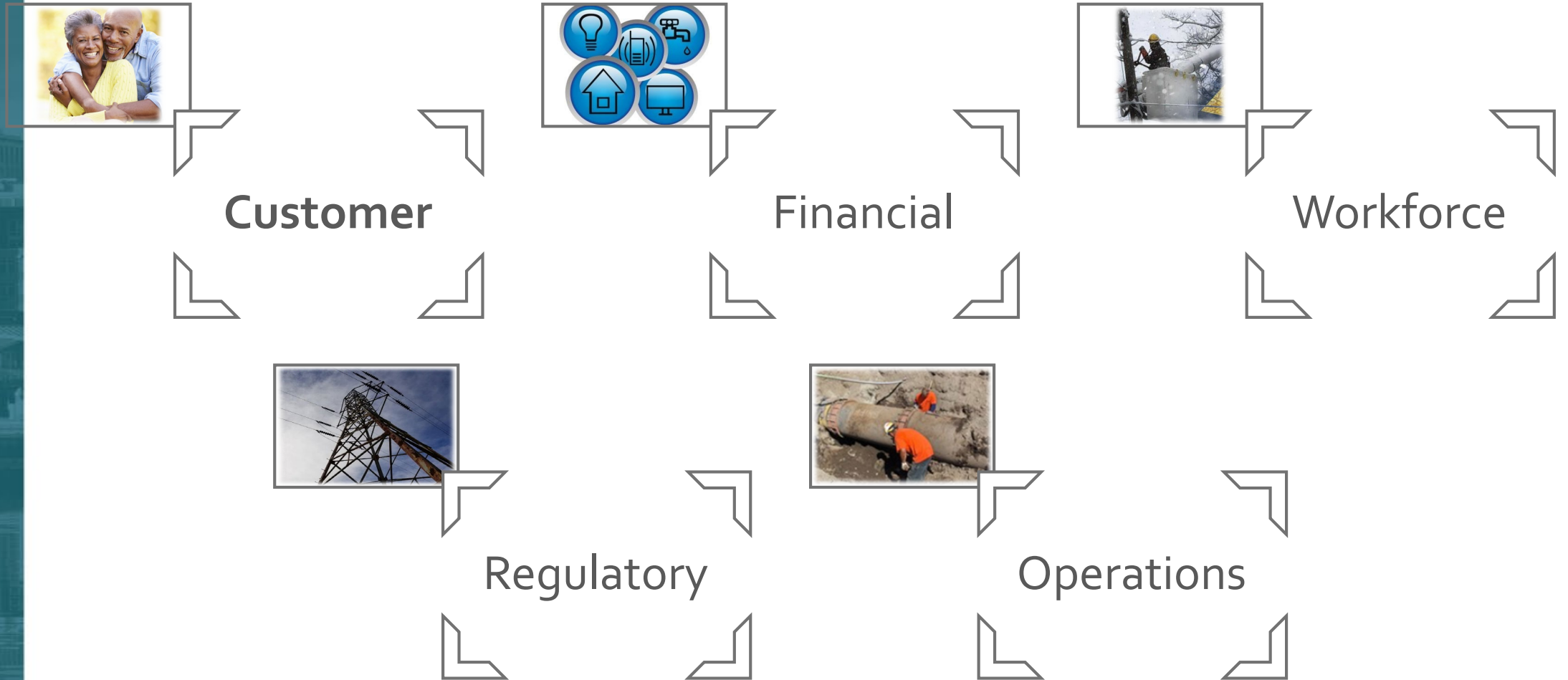
What is CX?

- **Customer Experience (CX):**
 - The customer's perceptions and related feelings caused by the one-off and cumulative effect of interactions with a supplier's employees, systems, channels or products.

Multi-channel analytics at PSE



Broad COVID 19 utility impacts



Responding to COVID 19 via customer analytics



COVID Recovery Analysis

COVID | Power Load | Leave Management | Temperature | Mobility | System Load

Counties

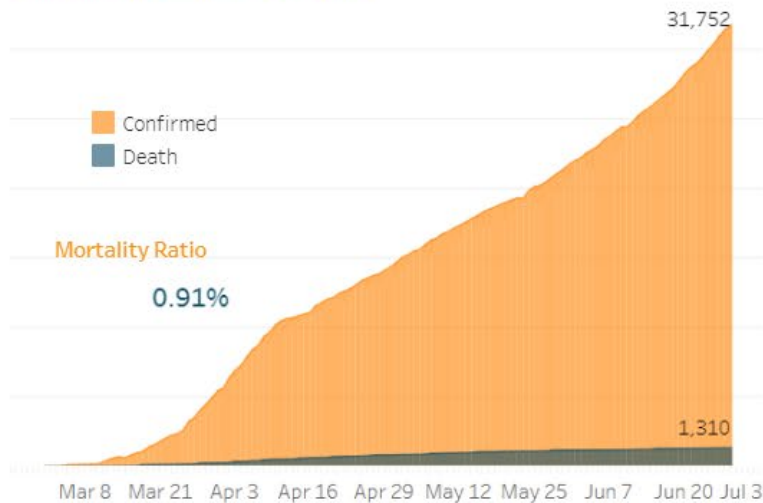
(All)

Confirmation / Death

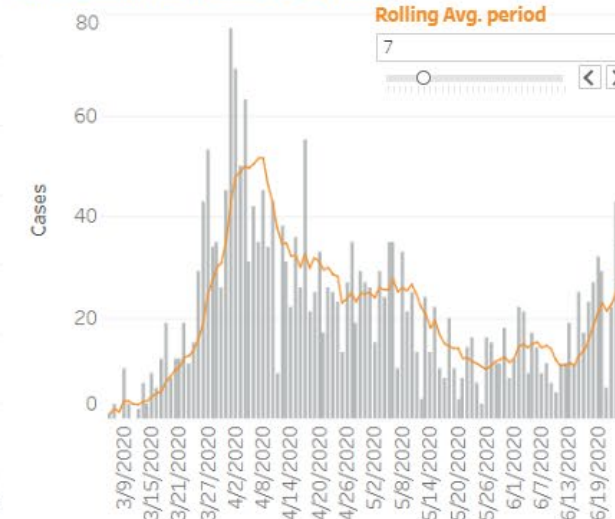
Confirmed

Death

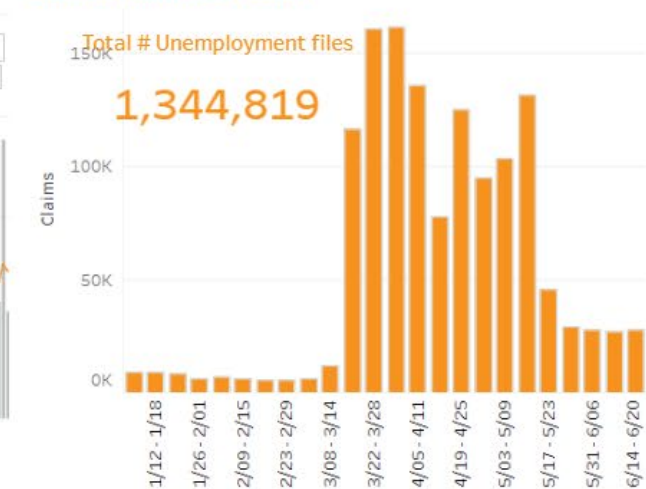
Confirmed vs Death as of 6/28/2020



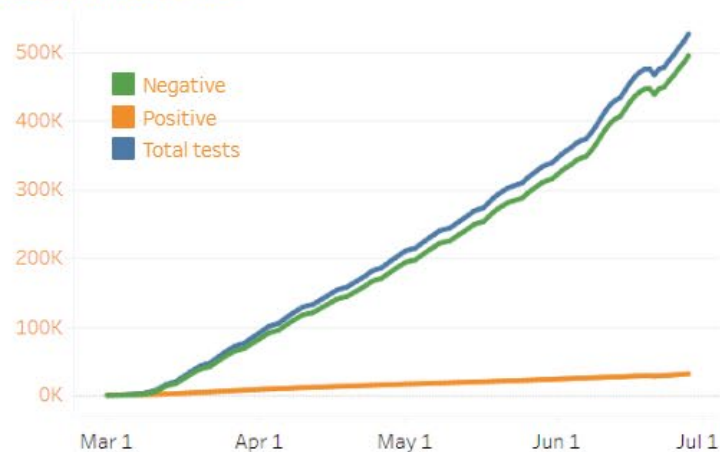
Pierce County New Cases Day By Day



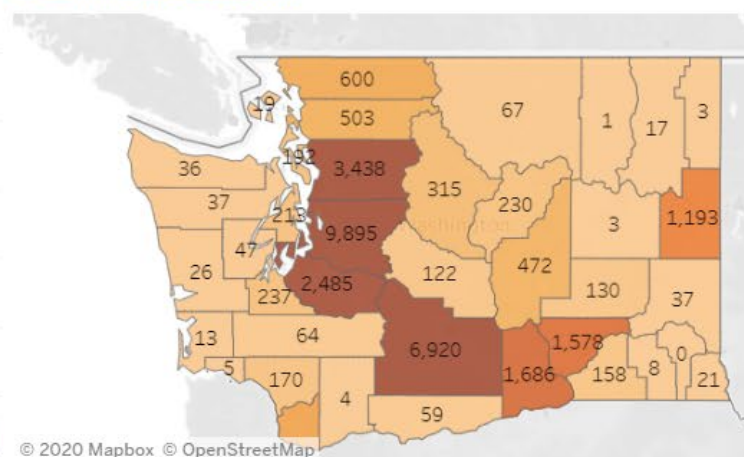
Unemployment file by county



of tests in WA over time



Confirmed as of 6/28/2020



Pierce County Cities

Location	Confirmed	Death
Bonney Lake	51	3
Central Pierce County	168	9
East Pierce County	63	3
Edgewood/Fife/Milton	110	8
Frederickson	83	2
Gig Harbor Area	65	1
Graham	75	0
Key Peninsula	11	1
Lake Tapps/Sumner Ar..	66	0
Lakewood	261	5
Parkland	146	3
Puyallup	172	9
South Hill	128	2

Analytics helps peer utilities respond to COVID 19

District COVID-19 Snohomish County Insights

last refreshed May 14, 2020 06:01 PM

PUD

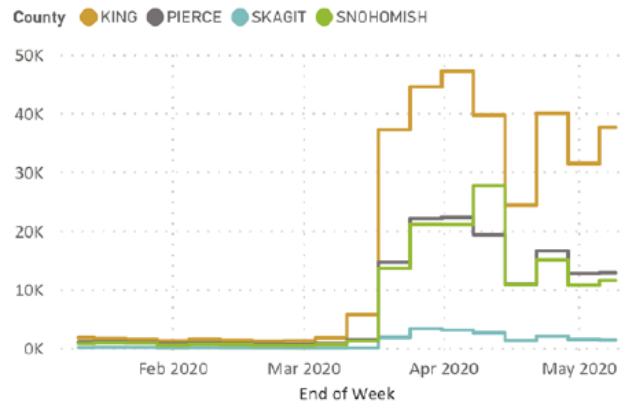
Local Unemployment Insights

Initial (new) Unemployment Claims for our community, by county. This data is updated weekly.

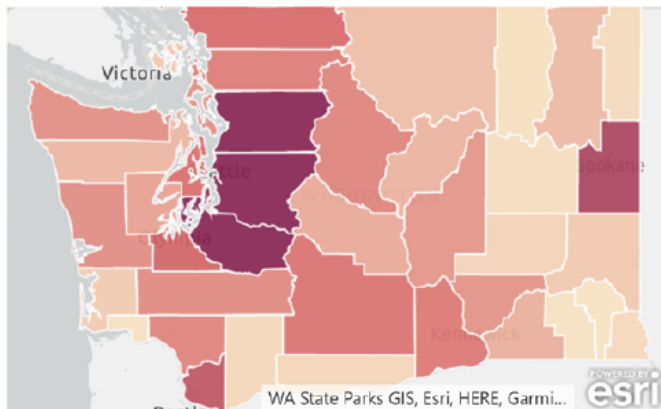
Sustained claims can be viewed at [this dashboard](#) on the WA State Employment Security Department. It is updated monthly.

In the week ending **May 9**, Washington saw **103,990** new claims, a **8.9%** change over the week prior, for a total of **978,241** since 3/15. In the same week, Snohomish County saw **11,677** new claims, a **7.5%** change, for a total of **132,417** since 3/15.

Initial claims by Week and County



New Claims Since 3/15



New Claims by Industry Since 3/15 (totals may not match those above)

County	Snohomish		King		Skagit		Pierce	
Industry	Claims	%	Claims	%	Claims	%	Claims	%
Accommodation and food services	12,755	10%	42,202	14%	1,956	11%	13,969	11%
Manufacturing	23,420	18%	24,730	8%	2,039	11%	12,771	10%
Health care and social assistance	13,472	10%	32,091	11%	2,115	12%	14,739	11%
Retail trade	13,709	10%	30,822	10%	1,942	11%	13,999	11%
Unknown	7,064	5%	45,546	15%	279	2%	6,054	5%
Construction	15,692	12%	20,646	7%	2,608	14%	16,232	12%
Not disclosed	11,302	9%	6,605	2%	2,349	13%	12,929	10%
Administrative and waste services	5,939	4%	14,164	5%	598	3%	6,705	5%
Other services, except public administration	5,503	4%	14,155	5%	727	4%	6,427	5%
Arts, entertainment, and recreation	5,077	4%	10,603	3%	931	5%	5,524	4%
Educational services	3,585	3%	11,073	4%	533	3%	4,088	3%
Transportation and warehousing	2,188	2%	10,911	4%	320	2%	5,113	4%
Professional and technical services	3,376	3%	12,082	4%	306	2%	2,765	2%
Wholesale trade	3,454	3%	9,235	3%	387	2%	4,906	4%
Information	1,363	1%	6,706	2%	144	1%	883	1%
Real estate and rental and leasing	1,304	1%	4,873	2%	147	1%	1,554	1%
Government	1,483	1%	2,694	1%	357	2%	1,897	1%
Finance and insurance	1,057	1%	2,908	1%	100	1%	1,076	1%
Agriculture, forestry, fishing and hunting	322	0%	435	0%	249	1%	277	0%
Total	132,513	100%	303,083	100%	18,114	100%	132,246	100%

Snohomish County Specific COVID-19 Cases

Information for Snohomish County being sourced from the [County Health District](#).

A dashboard is also maintained by [Snohomish County](#). The numbers between the two may differ due to being updated by their managers at different times.

data as of May 14, 2020 03:00 PM

Cases	Status	
2,754 Confirmed	50 Hospitalized	122 Deceased
24 New In 1 Day	525 Isolated	2,212 Recovered
295 Probable	140 Under investigation	

Insights by City (note that cities with <5 cases show as 4)

City	Current Cases	New in Last 1 day
Everett	876	10
Edmonds	313	8
Bothell	200	3
Lynnwood	588	3
Stanwood	95	3
Lake Stevens	116	2
Marysville	232	2
Snohomish	140	2
Arlington	115	1
Granite Falls	24	1
Monroe	74	1
Mountlake Terrace	100	1
Mukilteo	54	1
Tulalip	19	1
Woodway	8	1
Brier	19	0
Darrington	5	0
Gold Bar	5	0
Index	0	0
Mill Creek	48	0

Utility data lake to enable analytics



TPU customer data



Data pipelines

databricks



Tacoma-Pierce County

Health Department

Healthy People in Healthy Communities

Local COVID data



Utility data lake



Data visualization



+tableau

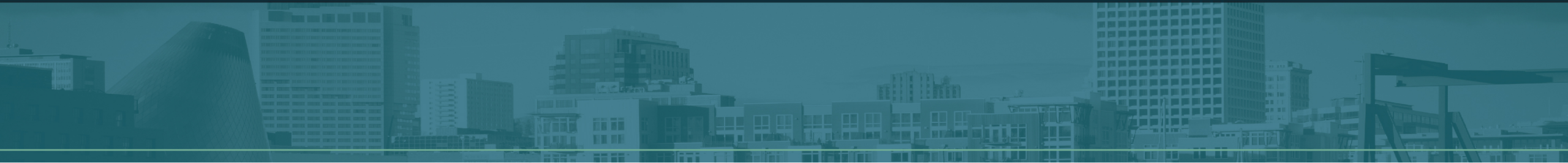


JOHNS HOPKINS
UNIVERSITY

State & US COVID data



TPU CX Analytics Key Insights



TPU customer bill assistance in 2020

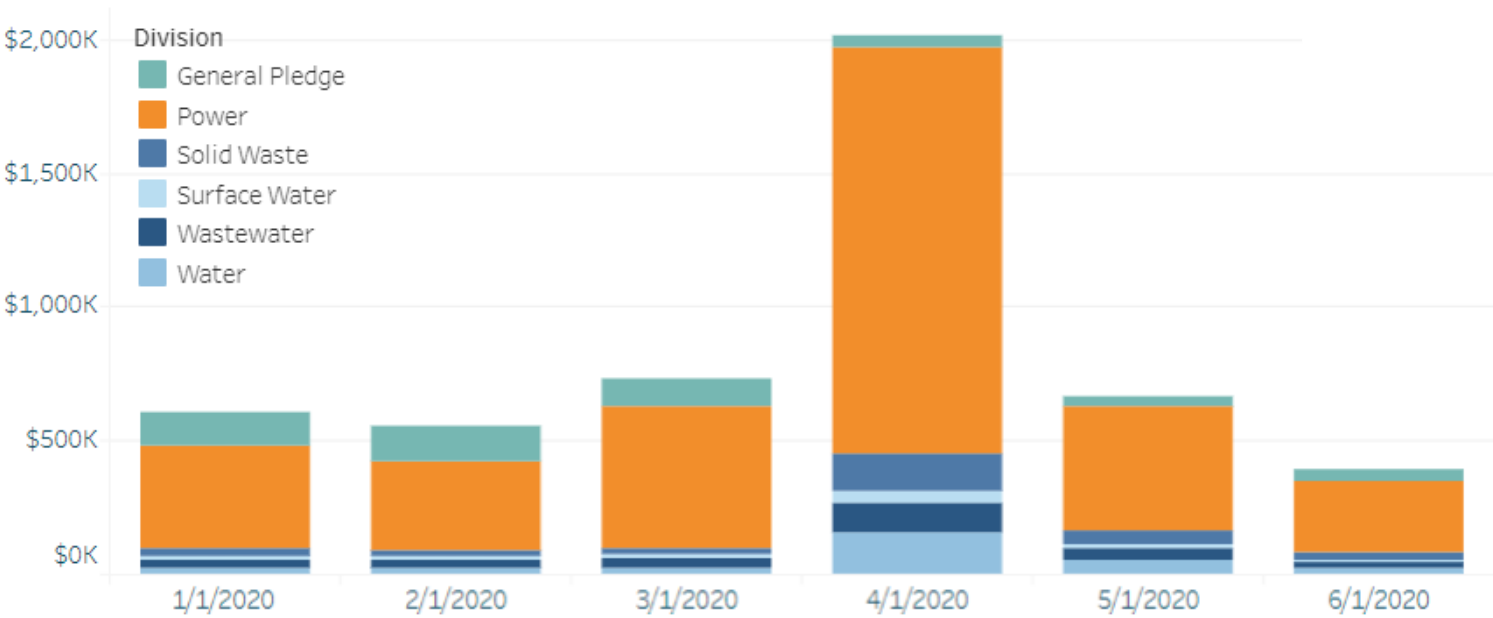
Unique Customers: 15,810

Total Amounts: \$4,954,428

Assistance by Division

Env. Services	5,692	\$670,045
General Pledge	997	\$486,345
Power	15,324	\$3,497,957
Water	6,173	\$300,081
Grand Total		\$4,954,428

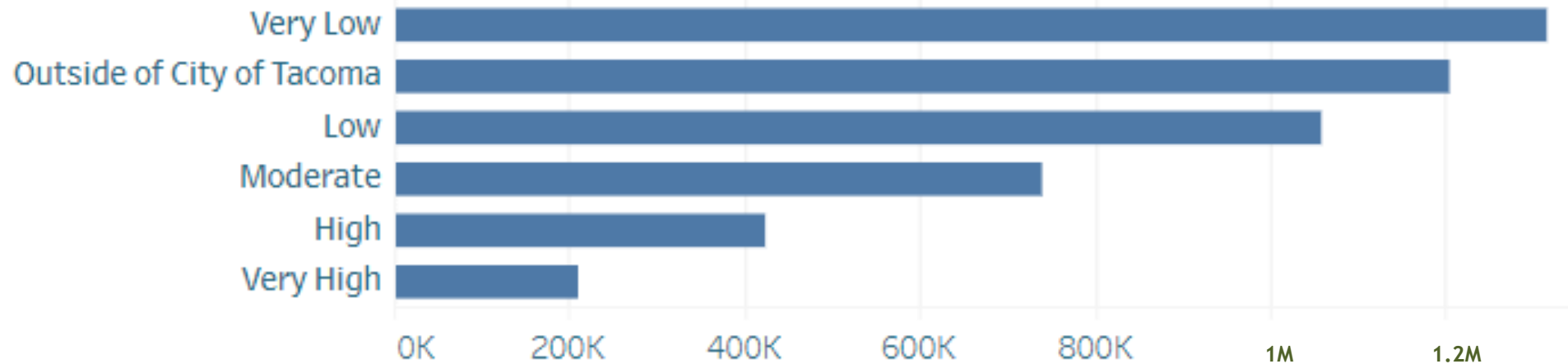
Assistance Amount by Month



- Most assistance given in April 2020
- Most assistance given to Power bill

Bill assistance and the Tacoma equity index

Assistance by Equity Index



Very Low	\$1,314,244.13
Outside of City of Tacoma	\$1,204,471.01
Low	\$1,059,804.47
Moderate	\$739,672.65
High	\$424,364.70
Very High	\$211,870.72
Grand Total	\$4,954,427.68

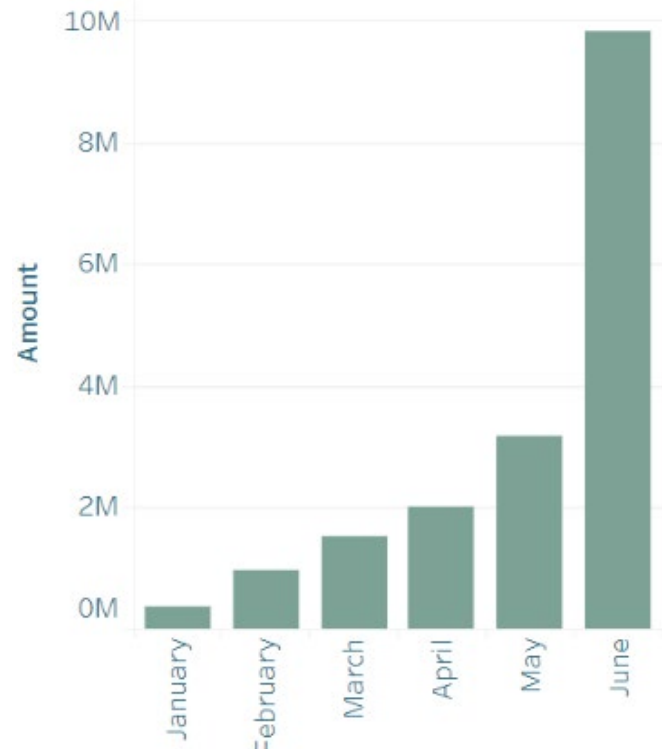
Emergency Assistance By Location

Tacoma	3,700,688
Unincorporated Pierce County	818,975
University Place	231,722
Lakewood	101,647
Fife	63,859
Fircrest	29,370
Federal Way	6,805
Roy	566
Milton	511
Steilicoom	285
Grand Total	4,954,428

Customers across service territory received TPU bill assistance

Customer payment insights

New unpaid bills per month

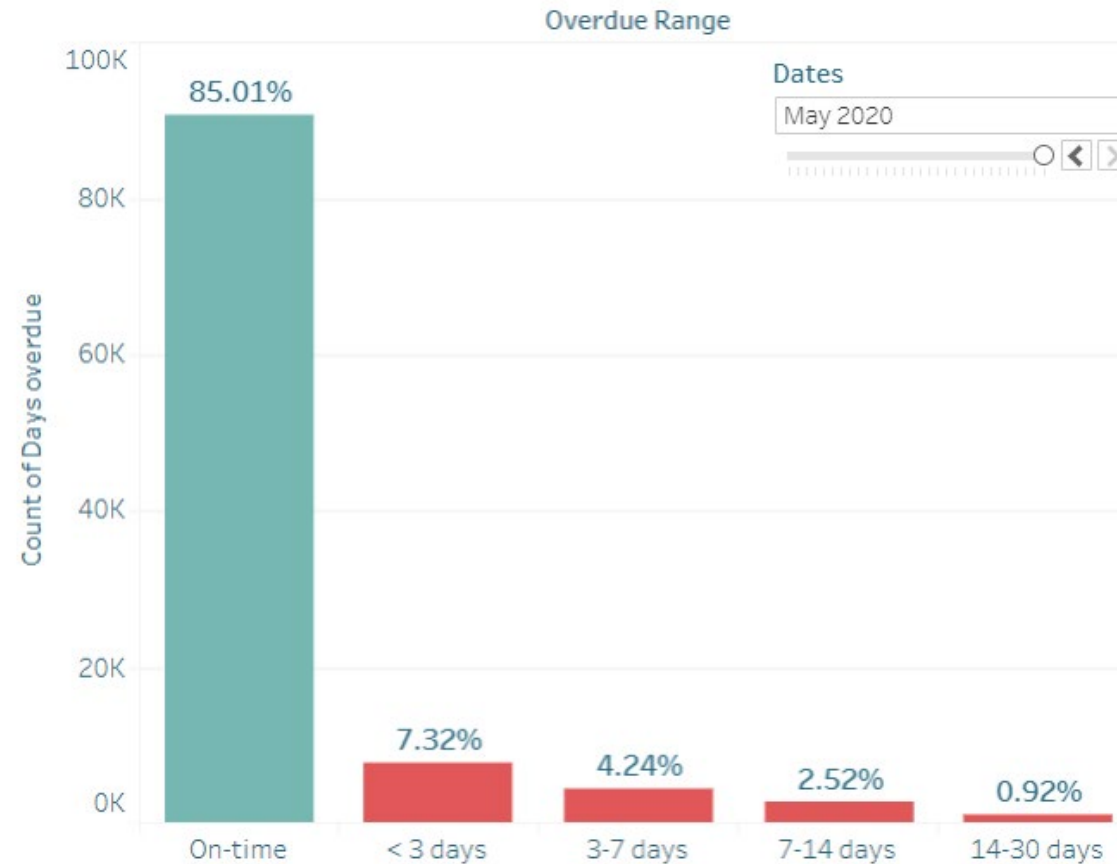


Total amount in unpaid bills

Amount **\$18,487,879.12**

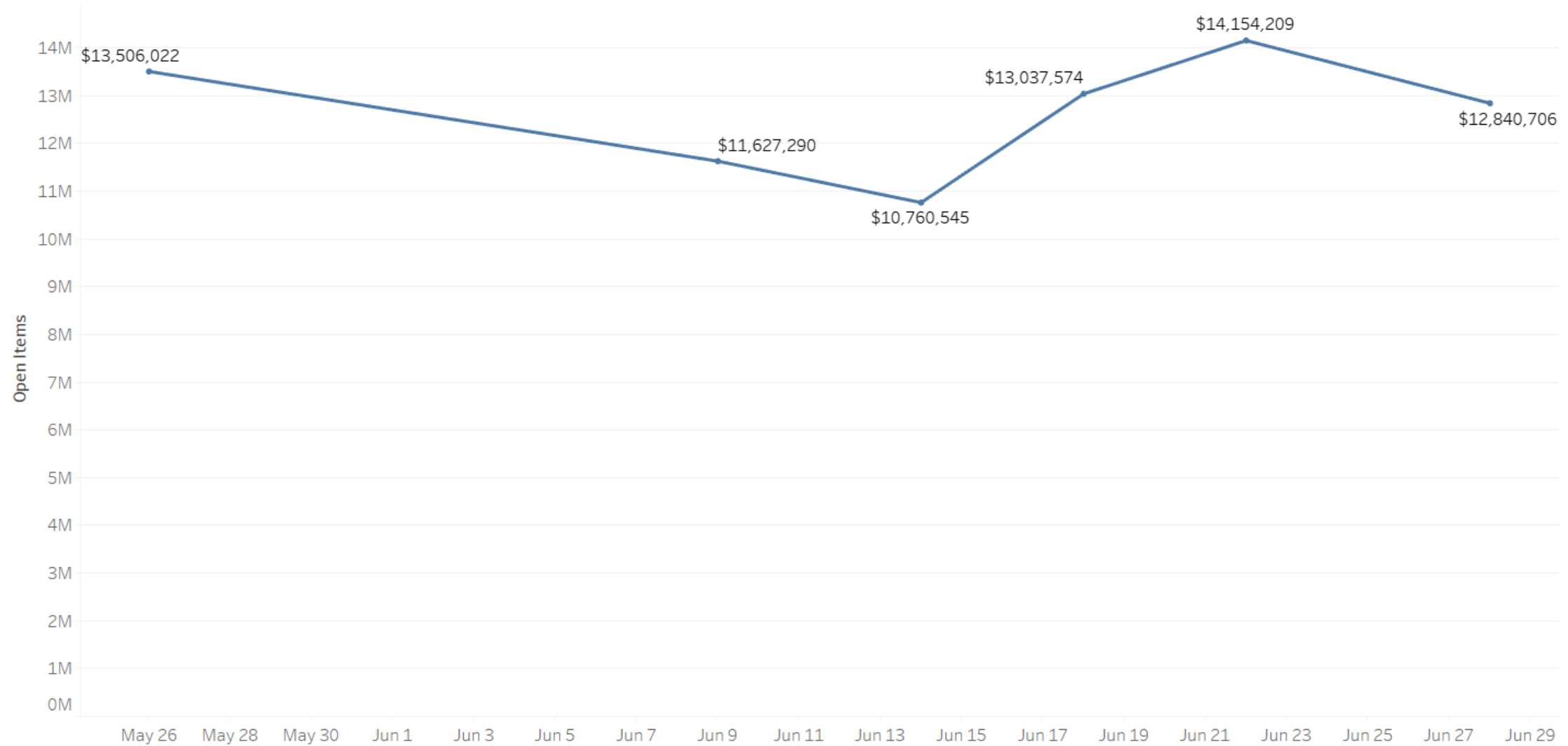
- Increase in unpaid bills
- Number of bills paid on-time in normal range

Overdue days by dates



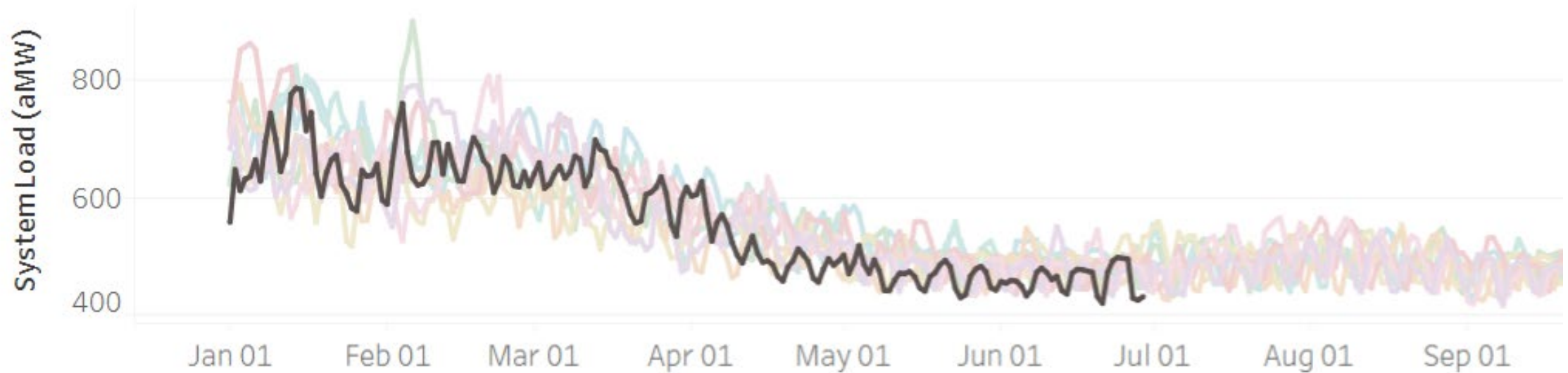
Unpaid bills over time

Power Unpaid Bills



What's coming next?

- Customer channel analytics – IVR and lobby engagement
- Machine learning customer assistance segmentation based on payment behavior
- Targeted customer marketing to provide bill assistance resources





Affordability

Public Utility Meeting

July 8, 2020



OVERVIEW

1

Current Assistance Programs

2

Income & Equity

3

Affordability for a City of Tacoma Resident

4

Affordability by Utility

5

Recommendations

6

Next Steps

CURRENT PROGRAMS

Discount Rate Program (LIE/D)

- < 150% poverty level
- 30% discount on entire bill
- Embedded in rate-design
- 62+ years or disabled
- \$3.0 million discounted in 2019
- 5% of residential customers eligible
- 57% of eligible customers participate
- Last updated in 2011

Bill Credit Assistance Plan (BCAP)

- < 150% poverty level
- Monthly credit
- Budget expense
- 15% - 20% of average bill
- \$211,179 disbursed in 2019
- 11% of residential customers eligible
- 6% of eligible customers participate
- Implemented in 2016

Emergency Assistance (EAP)

- < 200% poverty level
- One-time credit due to COVID
- Budget expense
- \$1.7 million disbursed in 2020
- 25% of residential customers eligible
- 16% of eligible customers participate
- Effective in 2020

PROGRAM DESIGN BY UTILITY

Program Design	Power	Water	Solid Waste	Surface Water	Wastewater
Average Monthly Bill	\$94	\$41*	\$33	\$26	\$50
Monthly BCAP	\$21	\$7	\$7	\$4	\$8
Monthly LIE/D	30% discount on monthly bill				
Income Threshold	150% federal poverty level				

* Average monthly bill for residential single family inside City of Tacoma.

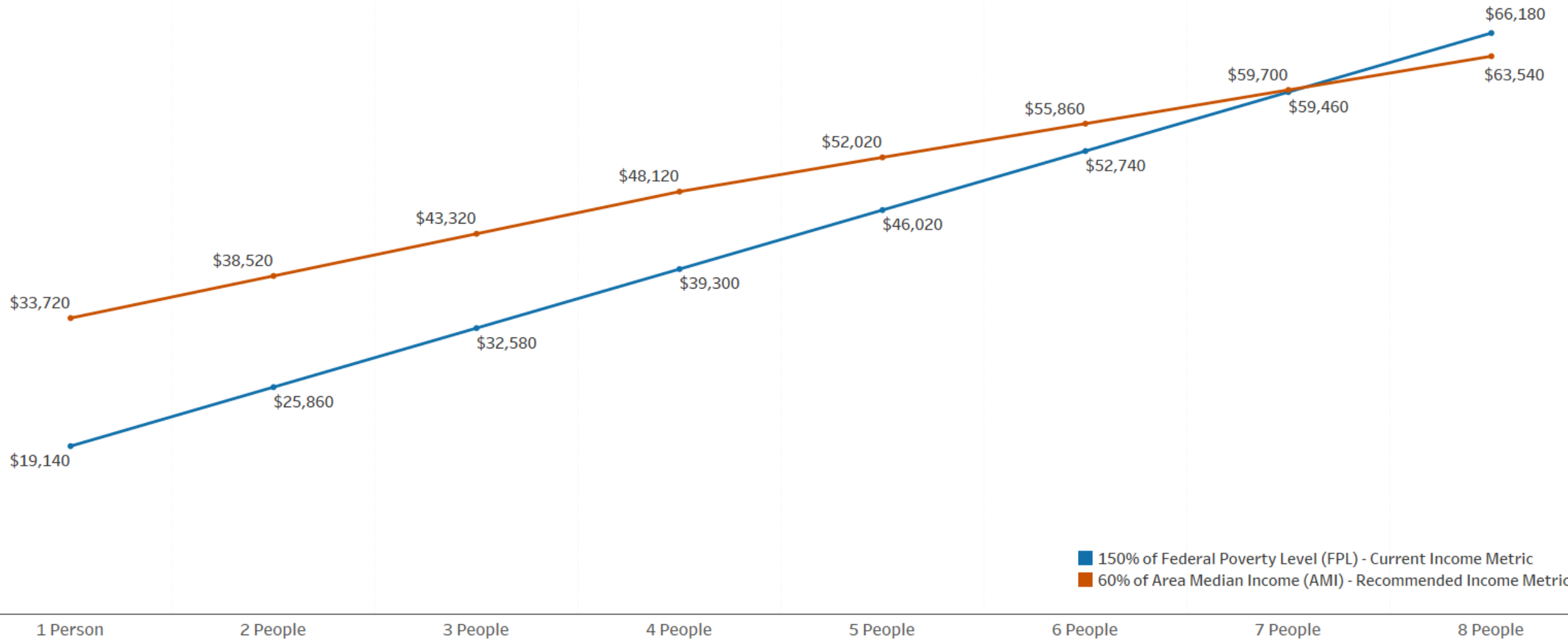
INCOME & HOUSEHOLD SIZE

Current Program Participant Demographic

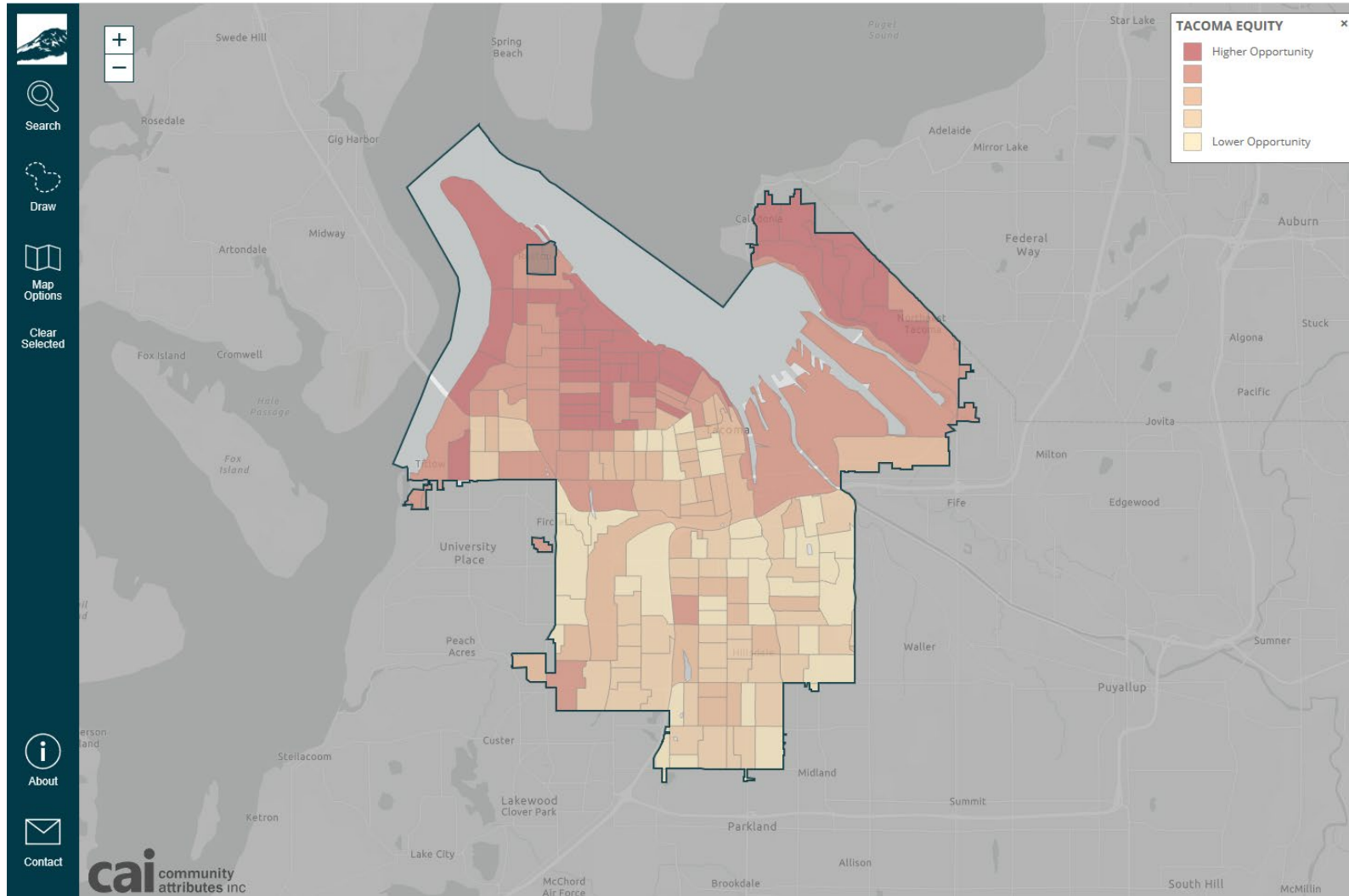
Assistance Program	Average Monthly Income	Average Household Size
Discount Rate (LIE/D)	\$651	1.5
Bill Credit Assistance (BCAP)	\$609	2.5
Emergency Assistance (EAP)	\$1,844	3.0

POVERTY THRESHOLDS

Scaling Differences in Federal Poverty and Area Median Income Metrics



ASSISTANCE BY EQUITY INDEX



AFFORDABILITY MEASURES

Measures	Power	Water	Solid Waste	Surface Water	Wastewater
Affordability Metric	6.0% *	2.5% **	1.0% *	0.5% *	2.0% **
Average Monthly Bill	\$94	\$41	\$33	\$26	\$50
Family of Four	150% federal poverty level				
Family of Two (65+)					

* Internal draft target

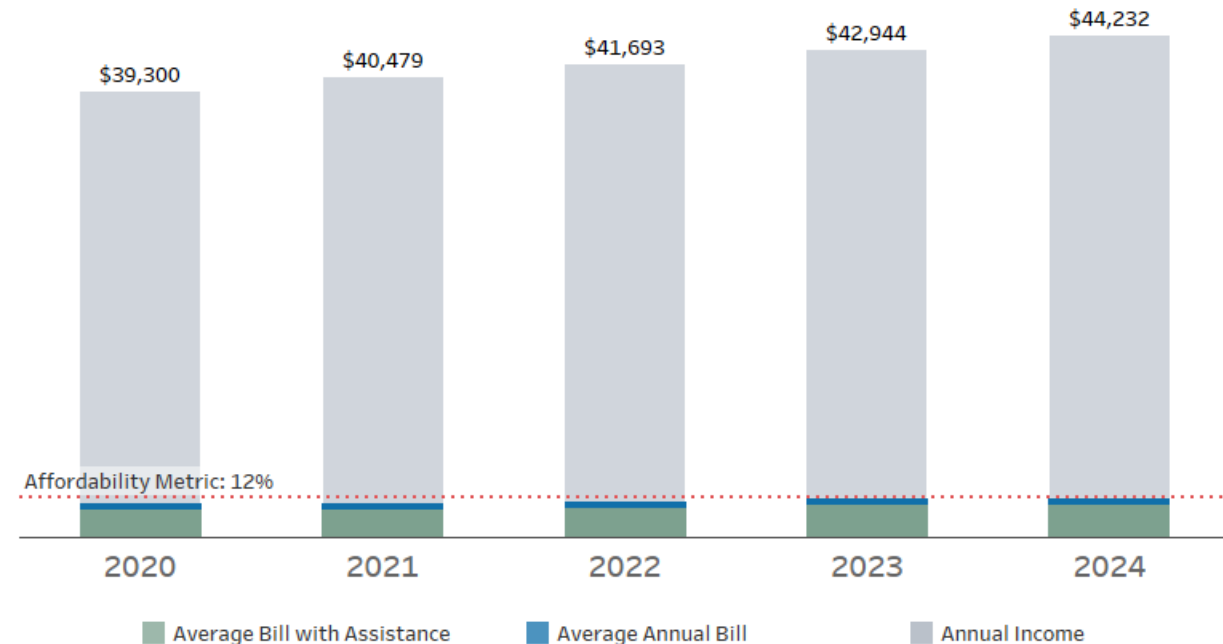
** Environmental Protection Agency (EPA) standards for high financial burden

PROPOSED METRIC

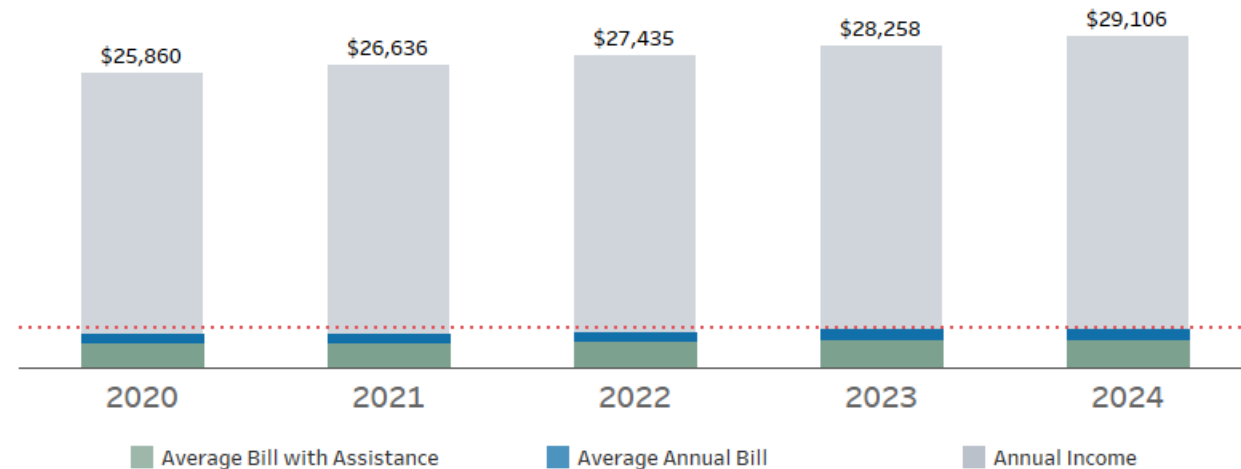
Monitoring the Income Burden of an Average Utility Bill



Family of Four: Rate Adjustments Remain Affordable



Family of Two (65+): Rate Adjustments are Becoming a Burden



% of Burden on Income: Annual Utility Bill / 150% Federal Poverty Level (DHHS, escalated by 2% annually).

CURRENT METRICS BY UTILITY



■ % of Burden on Income
■ % of Burden with Assistance

TACOMA POWER
TACOMA PUBLIC UTILITIES

Affordability Metric: 6%

Year	% of Burden on Income	% of Burden with Assistance
2020	2.9%	2.2%
2024	2.7%	2.2%

2020 2021 2022 2023 2024

Year	% of Burden on Income	% of Burden with Assistance
2020	4.3%	3.0%
2024	4.2%	2.9%

2020 2021 2022 2023 2024

TACOMA WATER
TACOMA PUBLIC UTILITIES

Affordability Metric: 2.5%

Year	% of Burden on Income	% of Burden with Assistance
2020	1.3%	1.1%
2024	1.2%	1.1%

2020 2021 2022 2023 2024

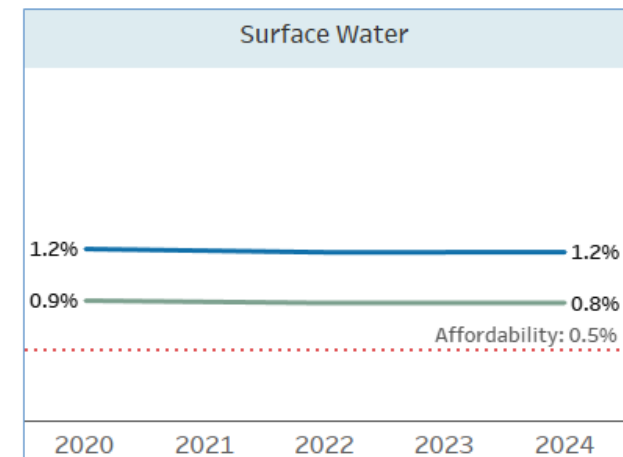
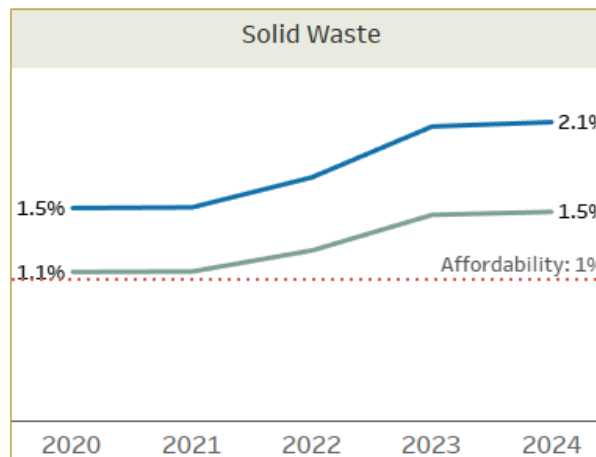
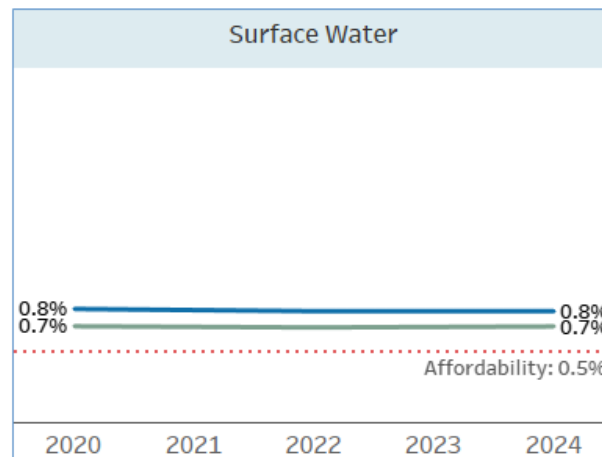
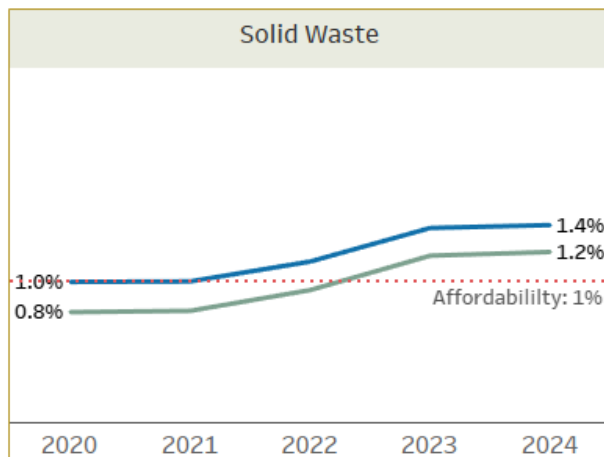
Year	% of Burden on Income	% of Burden with Assistance
2020	1.9%	1.4%
2024	1.9%	1.3%

2020 2021 2022 2023 2024

CURRENT METRICS BY UTILITY



■ % of Burden on Income
■ % of Burden with Assistance



RECOMMENDED CHANGES

Consideration	Current	Recommendations (preliminary)	Explanation
Affordability Metric	N/A	12.0% of income	Establishes a metric for monitoring affordability
Bill Credit Assistance	\$47 credit per month	\$54 credit per month	Reset to align with 20% of average monthly bill
Discount Rate	30% discount	35% discount	Maintains affordability
Income Threshold	150% federal poverty	60% median income	Expands eligibility

RECOMMENDED BY UTILITY

Assessment	Power	Water	Solid Waste	Surface Water	Wastewater
Affordability Metric	6.0%	2.5%	1.0%	0.5%	2.0%
Monthly BCAP *	\$21 → \$21	\$7 → \$9	\$7 → \$8	\$4 → \$5	\$8 → \$11
Monthly LIE/D	30% discount on bill → 35% discount on bill				
Income Threshold	150% federal poverty level → 60% of area median income				

* Environmental Services is increasing the BCAP credit from 15% to 20% of the average bill, consistent with TPU.

●●●NEXT STEPS

1

Board & Council Support of Concept

2

Modeling Budget & Rate Impacts

3

Public Outreach

4

Legislative Approval

5

Changes Effective 01/01/2021

6

Continued Monitoring



Affordability

Public Utility Meeting

July 8, 2020





PUBLIC UTILITY BOARD POLICY

<p>Category: Strategic Directive</p> <p>Date of Adoption:</p> <p>Resolution No.:</p> <p>Revision Date:</p>	<p>Title: De-carbonization and Electric Vehicles</p> <p>Policy Number: SD-11</p>
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Purpose

1. Tacoma Public Utilities is committed to being responsive to the urgency of climate change. TPU believes climate change impacts how we provide services now and will, if unabated, continue to bring instability and negative impacts to our community's quality of life in the future. Efforts should go beyond mitigation and focus on policies to reduce atmospheric carbon.
2. Tacoma Public Utilities has an opportunity to be leaders in de-carbonization and mitigate environmental impacts from our operations while serving the needs of its customers and the community.
3. Tacoma Public Utilities sees de-carbonization and electrification efforts as an opportunity to promote Tacoma Power's renewable and nearly carbon free generation portfolio as a driver of economic development and a competitive advantage for existing customers.
4. TPU is committed to advancing de-carbonization and electrification where technically and economically feasible for our customers and for internal operations to meet these challenges today and into the future.

Values

1. TPU Board joins the Tacoma City Council in supporting Council Resolution 39427, the Environmental Action Plan, and prioritizing strategies and actions for advancing de-carbonization. Specifically, TPU:
 - a) Will seek opportunities to reduce greenhouse gas emissions in their own activities where operationally appropriate by replacing energy using devices with electric alternatives.
 - b) Will partner with and support the City of Tacoma in their greenhouse gas reduction efforts.

- c) Will encourage electrification of transportation and de-carbonization in the community and support with programs and initiatives in alignment with TPU business objectives and statutory authority.
 - d) Will support a legislative agenda that improves Tacoma Power's ability to advance de-carbonization through increased electrification of energy use.
- 2. TPU will promote and support de-carbonization efforts which benefit our customers, reducing their costs as well as reducing rate pressure. TPU will seek opportunities to make pro-active capital investments to accommodate anticipated customer electrification and de-carbonization efforts.
- 3. The Public Utility Board and senior management encourage measured risk taking while balancing opportunity and benefits to ensure that electrification is pursued with strict discipline through analysis, sound technical data and good management oversight.
- 4. By researching our customers' needs and barriers with regards to electrification and collaborating with federal, state, and local governments, private business, and other stakeholders, TPU will be ready to act on opportunities as they arise.
- 5. TPU is committed to educating our customers to the benefits of decarbonization through electrification.
- 6. TPU is committed to decarbonizing our own operations and transitioning to electrified transportation as much as economically and operationally feasible.

Outcomes

- 1. De-carbonization activities are identified, deployed, and supported with financial resource investment.
- 2. De-carbonization efforts are made transparent through reporting.
- 3. Tacoma Public Utilities holds to their de-carbonization commitments.
- 4. TPU will leverage its abundant natural resources to support de-carbonization through the development of carbon credit projects.

Measurements

- 1. Track progress on related Tacoma Environmental Action Plan and participate in City's Greenhouse Gas Inventory.
- 2. Adhere to the Transportation Electrification Strategic Plan.
- 3. Support de-carbonization and transportation electrification through leadership with regards to legislative priorities.
- 4. Track community outreach and communication activities related to de-carbonization and transportation electrification.
- 5. Meet current and future opportunities with innovative solutions and internal resources.
- 6. Report to the Utility Board on organizational work groups who are focused on innovation, research and development, and modernization projects.
- 7. Individual work groups track and report progress.
- 8. Agree on simple metrics that can be tracked and reported. These metrics should map directly to an established value profile.

Reporting

1. Frequency: Annually
2. Reporting Method: To Be Developed.

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PUBLIC UTILITY BOARD POLICY

Category: Strategic Directive Date of Adoption: Resolution No.: Revision Date:	Title: Employee Relations Policy Number: SD-12
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Purpose

Tacoma Public Utilities Leadership along with the Public Utilities Board consider employees our most valuable assets. TPU employees are the face of the utility to our customers and their dedication keeps the utility running on a day to day basis.

TPU is committed to creating and maintaining a positive, supportive environment where employees are inspired to do their best work. This commitment ensures that all employees benefit from a safe, productive work environment, fair and equitable compensation, recognition of efforts, and the sense that they are valued.

Values

1. Leaders ensure a safe and healthy work environment
2. Ensure consistent, fair, and equitable treatment
3. Foster transparent, open communication
4. Solicit and encourage frequent, two-way feedback
5. Invest in opportunities for career growth and development
6. Ensure fair and equitable compensation

Outcomes

1. Employees feel physically and emotionally safe while at work.
2. Employees feel respected, valued and heard.
3. Employee feedback is acted upon by creating focused efforts to address areas of concern. Work diligently to maintain what is working well and adopt consistently across the organization. Communicate efforts broadly and regularly.
4. Equitable access to training and job opportunities. Employees have a clear understanding of developmental opportunities.
5. Fair and equitable compensation for work
6. Recognitions: both formal and informal recognition for employees is provided on an ongoing, regular basis
7. Leaders work together across TPU to ensure fair and consistent treatment of all employees.

Measurement

1. Employee Survey results will reflect outcomes
2. Safety goals
3. Summary of recognition efforts

Reporting

1. Frequency: annually
2. Reporting method: Employee Survey, employee performance reviews

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