



PUBLIC UTILITY BOARD GUIDING PRINCIPLE

Title: **Customer and Community**

Date of Adoption:

Resolution No.:

Revision Date:

Purpose

Tacoma Public Utilities (TPU) is committed to delivering an excellent customer and community experience (CX). The Public Utility Board has established this directive to ensure positive customer and community experiences in their interactions with TPU employees, customers, community members, and other interested parties.

Values

1. TPU takes pride in our role as a critical services provider for the customers and communities we serve. TPU recognizes the impact their experience has on customer and community relations, trust and respect.
2. Our Customer Experience North Star guides our everyday actions: Our customers and communities experience compassion and equity in action so they are understood, valued, and empowered. We deliver this through:
 - Knowledgeable, empathetic advocacy
 - Consistent, transparent, and competent support that provides the right solution
 - Understanding, dialogue, and support that reflect our data-driven approach to understanding their current and future expectations

Results

- 1) TPU's customer experience will be known for delivering on key metrics while providing high community and customer value.
- 2) TPU will take an equitable, data-driven, and cost-effective approach to assessment and decision-making.
- 3) Employee, customer, community members, and other interested parties feedback will be used to improve current and develop future processes, products and services.

- 4) We will empower our customers with the tools and resources they need to engage through the channel and language of their choice.

Measurements

1. TPU's Public Utility Board will receive an annual benchmark of customer satisfaction. TPU's goal is to achieve first or second quartile performance in customer satisfaction, specifically in:
 - a. Overall favorability
 - b. Overall satisfaction
 - c. Being an organization you can trust
 - d. Easy to do business with
 - e. Promptly fixing customer problems
 - f. Having friendly and courteous employees
2. TPU's Public Utility Board will receive updates on key customer-facing programs, channels, and services, including but not limited to:
 - a. Utility assistance programs
 - b. Customer channels
 - c. Water New Services
 - d. Power New Services and Permitting

Reporting Frequency

- Annually, the Customer Satisfaction Data (#1) will be provided in a Board report.
- Quarterly, Operational Metrics (#2) will be provided in Board reports.
- Updates on other customer impacting initiatives will occur on an as needed basis.



PUBLIC UTILITY BOARD GUIDING PRINCIPLE

Title: **Employee Experience**

Date of Adoption:

Resolution No.:

Revision Date:

Purpose

Tacoma Public Utilities Leadership, along with the Public Utility Board, consider employees foundational to our success. 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 safe, respectful, and supportive environment that fosters engagement, appreciation, and a sense of belonging. This commitment ensures that all employees benefit from a physically and psychologically safe workplace, recognition of their contributions, and equitable opportunities to grow and thrive.

TPU will attract, develop, and retain a workforce that reflects the communities we serve.

Guiding Principles

- **Work Environment.** Ensure a safe, healthy, and psychologically supportive work environment for all employees.
- **Culture.** Cultivate a culture of inclusion and belonging where employees are valued and respected.
- **Communication.** Practice open, two-way communication and encourage regular recognition.
- **Career Development.** Provide opportunities for career growth, development, and advancement that strengthen retention and leadership pipelines.
- **Recruitment & Hiring.** Ensure hiring and recruitment practices are fair, inclusive, and designed to attract, develop, and retain talent that reflects the communities we serve.

Outcomes

1. Workforce

- Employee demographics reflect the communities TPU serves.

2. Culture

- TPU will actively foster a healthy workplace culture centered on belonging, physical safety, psychological safety, and mutual respect.

3. Communication & Recognition

- TPU develops and sustains programs that demonstrate employees are valued, appreciated, and heard.

4. Career Development

- TPU provides equitable opportunities for employees to grow professionally and supports advancement and retention at all levels of the organization.

5. Recruitment & Hiring

- TPU leverages local education and workforce partnerships to strengthen future pipelines.

Measurement

1. Workforce Demographics

- a. **EEO v. Pierce County census.** Monitor regularly the EEO demographics provided by Human Resources and compare against the most recent published census data of Pierce County.
- b. **Diversity of Qualified Candidates Pools.** Demographic breakdown of qualified candidates for identified positions.

2. Culture & Safety

- a. **ESAT Indices** – both safety, psychological safety and belonging questions (every 2 years)
- b. **Completion of Trainings** (e.g., equity, safety related) are tracked for completion
- c. **Physical Safety Indices** (TBD)
- d. **Pulse Check Survey** on inclusion, equity, and psychological safety from climate survey (TBD)

3. Communication & Recognition

- a. Conduct ESAT every two years
- b. **Feedback Loop.** Track trainings and opportunities offered that help employees give and receive feedback

4. Career Development

- a. **Development Conversations.** Track that Core Conversation #2 regarding individual development is being conducted for each employee
- b. **Turnover.** Review areas with high unfavorable turnover % to better understand cause
- c. **ESAT Question** – ‘I have the opportunity to learn and grow’

5. Recruitment and Hiring

- a. **Engagement and Sourcing.** Number and diversity of applicants reached through partnerships, outreach, and other sourcing strategies.
- b. **Time-to-Fill:** Measures average time to fill vacant positions
- c. **Hiring Survey:** Assessing experiences with the hiring process among managers and HR Liaisons.

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PUBLIC UTILITY BOARD GUIDING PRINCIPLE

Title: **Resource Stewardship & Sustainability**

Date of Adoption:

Resolution No.:

Revision Date:

Purpose

Tacoma Public Utilities (TPU) is committed to delivering reliable and affordable services by integrating sustainable practices, maintaining financial stability, building resilience to on-going and future challenges, maximizing value of assets, and strategically managing resources to meet current and future needs.

In order to ensure resilient and affordable services, TPU will focus on:

- Sustainability: Drive toward carbon neutrality in both how TPU operates and in the services TPU provides through a variety of means including integrating renewable resources when prudent; decreasing consumption; increasing efficiency of use and production; stewarding wildlands and natural resources; supporting City of Tacoma Climate Action Plan as appropriate.
- Financial Stability: ensure responsible financial management in order to provide fair pricing and affordable services.
- Resilience: anticipate and adapt to externalities including climate change, market shifts, regulatory changes, and infrastructure risks.

Results

Sustainability: Drive toward carbon neutrality and sustainable natural resource consumption in both how TPU operates and in the services TPU provides through a variety of means.

1. Carbon-free Energy: adopt renewable energy where prudent as well as protect current hydroelectric power resources and set clear goals for carbon neutrality.

2. Conservation: develop and sustain programs for energy or water savings including demand side management tools, price signals, and other best practices.
3. Natural Resource Management: conduct operations in a manner to protect and mitigate impacts on natural resources including air quality, water, fish, and forest management.

Financial Stability: provide responsible financial management in order to ensure fair pricing and affordability.

1. Financial Planning: develop and maintain Long Range Financial Plan (LRFP) as well as capital and strategic plans.
2. Cost Management: regularly assess labor, material, and process costs to ensure optimization of the total life cycle cost of asset ownership while providing the target level of service.
3. Rate Structures: provide fair and flexible options that encourage conservation and decarbonization while ensuring affordability and costs align for benefits received for all customer segments.

Resilience: Anticipate and adapt to externalities including climate change, market shifts, regulatory changes and infrastructure risks.

1. Asset Management: use up-to-date enterprise systems to track age, maintenance activities (preventative and corrective), risks, failure analysis, cost, and priorities to inform investment decisions and modernization of critical assets.
2. Emergency Planning: conduct contingency planning for natural disasters, supply chain interruption, Continuity of Operations, and other unplanned disruptions to operations.
3. Resource Adequacy Planning: strategically plan for resource acquisition, research of and prudent implementation of new technologies, and strategic regional and local partnerships.
4. Innovation: strategically adopt new technologies, ideas, market opportunities and scientific methodologies as appropriate.

Measurements

Work in progress

DRAFT Stewardship KPI Ideas Tracking:

For the subcomponents of the overall GP, there were several suggested metrics. Staff will also consult internal SMEs to gather additional ideas & recommendations in order to present the Director and PUB members a suite of options to select from.

Sustainability:

(Potential) KPIs:

- *[Collaborate with Board Members and Staff SMEs to outline measurable options]*
- *Percentage of carbon-free energy generated*
- *Carbon footprint*
- *Conservation program performance*

Financial Stability:

(Potential) KPIs:

- *[Collaborate with Board Members and Staff SMEs to outline measurable options]*
- *Debt-to-equity ratio*
- *# of asset classes with asset management plans*
- *Percentage of assets tracked in modern management system and covered by a preventative maintenance plan*
- *Percentage of maintenance staff time spent on preventative versus corrective maintenance*
- *Annual revenue to budget plan target*
- *Customer Satisfaction scores related to affordability*
- *Business cases before the board must outline FTE requests as well as clarify [if there are] rate impacts as a result of the proposal*

Resilience:

(Potential) KPIs:

- *Complete annual updates to Continuity of Operations Plan; regularly participate in emergency preparedness exercises; ensure all-hazards planning and updates are practiced annually.*
- *Ensure product delivery meets or exceeds industry standards with defined metric targets (CAIDI, SAIFI, SAIDI, major unit availability, Class 1 and commercial rail deliveries, Department of Health standards).*
- *Track emergency response events based on TPU incident classicization system: Tiers 1-4*