



# 2022 Work Plan TPU Director

January 24, 2022





- Implement Equitable Recruiting and Selection Practices Program with Supervisors and managers achieving 90% completion of hiring practice implementation training by December 31, 2022.
- Develop and implement retention strategies for BIPOC employees including expanding and enhancing affinity groups.
- Support HR implementation of Workforce Equity Study Recommendations.
- Launch Equity Toolkit training to operationalize equity lens discipline including equity in budgeting/rates.
- Continue to deploy organization-wide EEO Training.
- Pursue expanded opportunities to build diverse talent pipeline in disciplines that traditionally have lacked diversity including interns, pre-apprenticeships, apprenticeships and engineers.

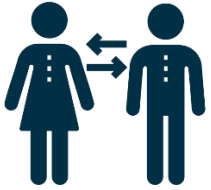


- Develop 2023-24 biennial budget with final adoption by December 31, 2022.
- Adopt updated Long Range Financial Plans for Power and Water.
- Adopt Rail Volume Investment Fund Policy.
- Propose solutions to customer arrearages to Board to consider (e.g. rate plans, direct giving campaigns, etc.) and share progress with policy makers.



- Develop 2023-24 rate proposals for final adoption by December 31, 2022.
- Continue campaign related to customer bill assistance in support of post COVID account recovery, establish achievable repayment protocol, assess rate impact of arrearages.
- Evaluate and present proposed adjustments to income based portfolio of services.
- Modernize Wholesale Power policies and practices with respect to changing westwide wholesale market.

**SD4**  
Stakeholder  
Engagement



- Continue campaign related to customer bill assistance in support of post COVID account recovery including assistance and payment plan development.
- Refine stakeholder engagement protocols post-COVID to reflect lessons learned and opportunities realized in pandemic engagement.
- Develop and implement budget and rates outreach plan.
- Adjust communication plan to align with language access policy.
- Continue outreach on benefits of digital transformation via AMI, prepay and customer portal.
- Conduct outreach to new City Council members in City of Tacoma and franchise cities.

- Develop TPU action plan to support City's goals identified in Climate Action Plan.



SD6  
Innovation



- Implement use case scoring model to promote innovative outcomes across dimensions of value to customer, value to enterprise, and complexity to implement.
- Drive Customer Experience Board to enhance customer value across all divisions.
- Develop use case dashboard to facilitate directive activity planning and reporting.
- Develop periodic innovative showcase events and potential for Directors Innovation Award.



- Develop and execute (when appropriate) post pandemic reconstitution including transition to new telework policy.
- Conduct earthquake based exercises, use outcomes to enhance response planning and preparedness.
- Identify wildfire risks related to key infrastructure assets and mitigative measures to reduce impacts.
- Continue to develop general preparedness toolkit for employees and customers.
- Continue annual updates to Board on cyber security risks and efforts underway to mitigate.





- Develop and support public process to pursue development of 30 free community Wi-Fi spots.



- Actively engage in community conversations regarding decarbonization of transportation and industrial manufacturing, specifically the role of green hydrogen.
- Seek to secure new and expanding industrial customers, and develop utilities' infrastructure to meet the potential demand throughout the service territory to support emerging projects.
- Provide subject matter expertise into the Tideflats subarea planning process.



- Develop TPU action plan to support City's goals identified in Climate Action Plan.
- Continue involvement in City of Tacoma Antiracist Transformation with respect to mission of utility services at TPU.
- Conduct Budget and Rates outreach.
- Continue outreach on benefits of digital transformation via AMI, prepay and customer portal.
- Support onboarding of new City Council members.



- Develop TPU action plan to support City's goals identified in Climate Action Plan.
- Actively pursue partnerships for green hydrogen hub.
- Implement 2022 Action Report Initiatives related to Tacoma Power's Electrification Transportation Plan.
- Incorporate data on EV growth in our service area into our analytics ecosystem per our information sharing agreement with WADOT.



- Increase frontline operational safety report submittal by 10%.
- Create a safety training matrix for all job functions and classifications to inform annual training beginning 2023.
- Complete reconstitution and transition to future telework policy.
- Supervisors and managers achieve 90% completion of hiring practice implementation training by December 31, 2022.
- Continue efforts to address employee survey feedback related to “Employees can express their ideas/views without fear of negative consequences”.
- Collaborate with COT departments to implement the Employee Engagement Study by December 31, 2022.



- Continue campaign related to customer bill assistance in support of post COVID account recovery including assistance and payment plan development.
- Evaluate and present proposed adjustments to income based portfolio of services.
- Continue development of strategic plan related to customer experience in light of utility modernization and digital transformation progress.
- Refine customer engagement protocols post-COVID to reflect lessons learned and opportunities realized in pandemic engagement.
- Explore pay box language enhancement or QR code for language access.
- Continued outreach on AMI, prepay and portal awareness.
- Continue AMI mass meter deployment, launch My Account refresh and prepay by year end.



- Develop and begin implementation of action plan for Rail Strategic Plan.
- Complete transition to Western Energy Imbalance Market.