



APPROVED 3/8/23

MINUTES  
City of Tacoma  
Public Utility Board Study Session  
February 8, 2023  
3:00 p.m.

Chair Watson called the Public Utility Board study session to order at 3:00 p.m. at the auditorium of the Public Utilities Administration Building.

**Present:** Carlos Watson, John O’Loughlin, William Bridges (arrived 3:40), Elly Claus-McGahan

**Excused:** Holland Cohen

**Workforce Equity Study**

Shelby Fritz, Human Resources Director, stated that the purpose of the Workforce Equity Study (WES) was to determine where there are disparities: 1) The City of Tacoma’s processes for hiring, promotions, performance management and termination, retention, and salaries and wages; 2) Employment compared with the workforce availability within the city limits and within the local recruitment area; and 3) To identify potential causes and potential remedies for any disparities based on analysis of City governing documents, practices, federal and state legal constraints, and other relevant factors. Through a competitive solicitation process, the City retained Keen Independent Research to conduct the study. Keen focused their research on federal and state law, City Charter, code, policies, and procedures, collective bargaining agreements, applicant and employee data, employee complaints, disciplinary, and other personnel actions, current and past employee interviews and focus groups, and demographic and workforce data for geographic area. Ms. Fritz then detailed the consultant’s 19 key conclusions.

**Board Policies Discussion**

The Board discussed which of its Strategic Directives (SD) had similar content and shared nexuses and if it would make sense to combine some of them. The creation of more detailed metrics, measurements, and key performance indicators was also discussed. Board Members shared SDs they would like to be on point with the subject matter experts in developing and began discussing SD prioritization.

### **Director's 2023 Work Plan**

The Director of Utilities reviewed her 2023 work plan, which is broken down in three areas. The first area is to 1) Strengthen Total Employee Experience (actively sponsor continued anti-racist transformation and racial equity action plan; identify one or two key priority area(s) to focus from employee survey to address in 2023, enhance connectedness and cohesiveness); 2) Elevate Customer Experience (support development and implementation of customer experience strategy and roadmap; promote BCAP+ participation; and 3) Enhance Operational Excellence (support Board work plan development and implementation including refresh of strategic directives; collaboratively, with General Government shared service providers, reinstitute service level agreements, support completion of the TPU 10 year management review; and sponsor TPU-wide prioritization of projects or strategies targeting federal or state grant dollars).

### **Executive Session**

At 4:58 p.m., Chair Watson moved to convene an Executive Session to Review the Performance of a Public Employee and to Evaluate the Qualifications of an Applicant for Public Employment [RCW 42.30.110(1)(g)] for approximately 60 minutes; seconded by Board Member Claus-McGahan. Voice vote taken and carried.

Chair Watson announced that after the executive session has ended, the Board will not take any action and the study session will be adjourned. Chair Watson moved that at the conclusion of the Executive Session, the Clerk of the Board is authorized to adjourn the study session; seconded by Mr. Bridges. Voice vote was taken and carried.

### **Adjournment**

The study session was adjourned at 5:45 p.m.

Approved:



Carlos Watson, Chair



Holland Cohen, Secretary