

For Reference

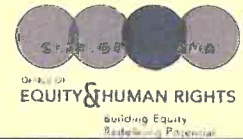


Equity and Empowerment Framework Goal #1: The City of Tacoma Workforce Reflects the Community It Serves

Departmental Goal #1: The Tacoma Public Utilities workforce reflects the communities it serves.					
Indicator(s)	Outcomes and Actions	Timeline	Accountability	Performance Measures	Progress report
<p>New hire classes (including internal promotions/hires) in 2021 and 2022 more closely reflect the communities served with regard to race.</p> <p>Racial diversity in positions of leadership is increased.</p>	<p>TPU's hiring practices are anti-racist and equitable.</p> <ul style="list-style-type: none"> Implement the recommendations of the updated equitable hiring handbook, including incorporating equity checkpoints into all hiring processes. (Include a way to measure the degree to which hiring managers improve their understanding...) Offer input into prioritization of the Workforce Equity Study results. Evaluate how to align this plan with the Workforce Equity Study results and recommendations <p>Managers and leaders understand why and how to apply an equity lens to hiring, retention, and or promotion/succession planning.</p> <ul style="list-style-type: none"> Support the development of and utilize HR's workforce equity dashboard. Work with OEHR, HR, TPU Equity Committee to identify and analyze historical/current disparities. Develop plan to address disparities. <p>Labor Partners are engaged in this and other equity action plans</p> <ul style="list-style-type: none"> Include a member or members of the labor Relations Office on the TPU Equity Committee. Include represented employees in divisional subcommittees of the TPU Equity Committee, being careful to avoid direct dealing. 	<p>Equity checkpoints 12/31/2020</p> <p>Align Workforce Equity Study Within one month of receiving Workforce Equity Study</p> <p>Workforce equity dashboard Q1 2021 Identify disparities Q2 2021 Plan developed to address disparities Q3 2021</p> <p>Labor relations and represented employees on equity committee Q1 2021</p>	<p>List accountable individuals, groups, and departments</p> <p>Jackie Flowers Chris Robinson Scott Dewhirst Dale King Steve Hatcher Jim Sant Mia Navarro TPU Equity Committee</p> <p>With support from: Cheryl Bidleman Tom Morrill</p>	<p>Quantifiable measures of how well an action is working. Different types of measures include quantity, quality, and impact.</p> <p>Workforce equity dashboard complete on time?</p> <p>Equity checkpoints incorporated into all hiring processes? (%)</p> <p>Disparities identified and quantified</p> <p>Plan developed</p>	<p>Ensure annual reporting to City Manager and Director of Public Utilities; build reporting into EDPR conversations</p> <p>Progress on this goal is reported to the Executive Leadership Team quarterly, the Public Utility Board annually through Strategic Directive #1.</p> <p>Goals incorporated into EDPRs.</p>

BIPOC = Black, Indigenous & People of Color

Yellow Highlighted Text = Items identified via the organizational assessment process. Turquoise Highlighted Text = Added by ELT



<p>Racial disparities in retention rates by race are reduced or eliminated.</p>	<p>Employees have a safe and trustworthy place to report a workplace complaint.</p> <ul style="list-style-type: none"> • Directors hold front level supervisors, mid-level managers, and all other leaders accountable for responding to concerns related to workplace harassment or discrimination in accordance with PMP 130, our anti-discrimination and anti-harassment policy. • Communicate the employee complaint process and ensure that supervisors and employees understand how to identify and address microaggressions and patterns of inclusion/exclusion that, when left unaddressed, can prompt formal EEO investigations into illegal employment discrimination. <p>TPU actively fosters a workplace culture of belonging.</p> <ul style="list-style-type: none"> • Develop and implement a regular organizational climate survey (paper and or listening session/focus group style), in addition to the annual/bi-annual employee survey, to identify tangible actions and progress toward a workplace culture of belonging. (Vet questions through Labor Relations to avoid direct dealing.) • Support and implement the Retention Strategies Plan. • Provide continued education on an annual basis on EEO related topics. 	<p>PMP 130 Enforcement <i>Ongoing</i></p> <p>Investigate complaint process <i>Q1-Q2 2021</i></p> <p>Climate survey/focus groups <i>Q2-Q3 2021</i></p> <p><i>See Retention Strategies Timeline</i> EEO Training Schedule <i>Ongoing</i></p>	<p>Jackie Flowers Chris Robinson Scott Dewhirst Dale King Jim Sant (Dan Drennan) Steve Hatcher Olivia Polynice Mia Navarro TPU Equity Committee</p> <p>With support from: Cheryl Bidleman Tom Morrill</p>	<p>Complaint process communicated? Recommendations made?</p> <p># of Climate survey/focus groups conducted, and recommendations incorporated.</p> <p># of attendees</p> <p>Degree to which feedback was incorporated.</p>	
<p>Aspirational Goals/Actions:</p>	<ul style="list-style-type: none"> • Advocate to expand the workforce equity study to include pay equity (gender/race). • Evaluate how to apply equity lens (if needed) to Classification and Compensation Results and add recommendations to these action items. • Review/evaluate job descriptions to identify whether and how equity roles and responsibilities can be included. 				

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Equity and Empowerment Framework Goal #2: Purposeful Community Outreach and Engagement

Departmental Goal #2: TPU will enhance engagement opportunities for BIPOC communities, and language access for communities whose primary language is not English.

Indicator(s)	Outcomes and Actions	Timeline	Accountability	Performance Measures	Progress report
<p>Indicators are the means by which we can measure impact. Indicators should be disaggregated by race.</p> <p>Disparities by race and language in customer satisfaction survey data are reduced.</p>	<p>TPU's language access efforts are informed by community, and recognized as a model program.</p> <ul style="list-style-type: none"> Develop language access policy in collaboration with Media and Communications Office, OEHR, and the Commission on Immigrant and Refugee Affairs, and other appropriate groups. <p>TPU continues its efforts to create consistent, intentional engagement with BIPOC Communities.</p> <ul style="list-style-type: none"> Develop a regular cadence for, and conduct listening sessions with BIPOC communities and communities whose primary language is not English. 	<p>Language Access Policy Q1-Q3 2021</p> <p>Listening Sessions Program TBD</p>	<p>List accountable individuals, groups, and departments</p> <p>Jim Sant/ Clark Mather & Rebekah Anderson</p> <p>Steve Hatcher/ Francine Artis</p> <p>Mia Navarro</p>	<p>Quantifiable measures of how well an action is working. Different types of measures include quantity, quality, impact.</p> <p>Language access policy completed on time?</p> <p>Listening session program developed and sessions conducted. How many conducted? How many people participated?</p> <p>Degree to which community input was incorporated.</p> <p>Degree to which customer satisfaction indicators change; Degree to which customers engage in different languages.</p>	<p>Ensure annual reporting to City Manager and Director of Public Utilities; build reporting into EDPD conversations</p> <p>Progress reported to the PUB via Strategic Directives 1 and 4; to ELT at least in advance of PUB, more often as requested.</p>

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Equity and Empowerment Framework Goal #3: Equitable Service Delivery to All Residents and Visitors

Departmental Goal #3: Apply an equity lens to at least one program/service in Tacoma Power, and at least one program/service in Tacoma Water					
Indicator(s)	Outcomes and Actions	Timeline	Accountability	Performance Measures	Progress report
<p>Indicators are the means by which we can measure impact. Indicators should be disaggregated by race.</p> <p>Disparities by race in the customer satisfaction survey for power and drinking water are reduced or eliminated.</p> <p>Disparities by race in access to programs/services in questions XXX are reduced or eliminated.</p>	<p>Tacoma Power and Tacoma Water employees understand why and how to apply an equity lens to their programs/services.</p> <ul style="list-style-type: none"> • Create a dashboard of services disaggregated by race and or geography • Work with OEHR to identify target programs/services to be analyzed. • Analyze programs/services. • Conduct outreach to impacted customers/communities to understand why disparities exist and how to reduce/eliminate them. • Program managers report annually on the service improvements and ongoing challenges that exist in the Improving equitable access to their services. This report is filed with the Equity Team and available to the Board/governing body on request. • Lunch and learn on use of equity index (examples to include conservation in addition to other successful use cases) 	<p>Clearly link target dates to actions and outcomes</p> <p>Dashboard created Q1-Q3 2021 Begin to identify programs/services Q1 2021 and ongoing Conduct initial analysis Q2 2021 Conduct outreach TBD Implement changes to the programs/services Q1 2022 and ongoing Track and report on results through the end of 2022 by the end of Q1 2023.</p> <p>Lunch and Learn schedule published January 2021</p>	<p>List accountable individuals, groups, and departments</p> <p>Chris Robinson Scott Dewhirst Steve Hatcher Mia Navarro</p> <p>With support from: Jim Sant/Rebekah Anderson & Dan Drennan</p>	<p>Quantifiable measures of how well an action is working. Different types of measures include quantity, quality, and impact.</p> <p>Dashboard created on time?</p> <p># of analyses (projected and actual)</p> <p>Degree to which employees improve their understanding how and way to apply an equity lens to hiring/retention/promotion.</p> <p>Degree to which community input is incorporated into program(s).</p> <p>Degree to which the indicators have changed/trends.</p> <p>Quantity and quality of program manager reporting.</p>	<p>Ensure annual reporting to City Manager and Director of Public Utilities; build reporting into EDPR conversations</p> <p>Progress on this goal is reported to the Executive Leadership Team and the Public Utility Board annually through Strategic Directive #1. More often as requested.</p> <p>Goals are incorporated into EDPRs.</p>

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Departmental Goal #4: Incorporate Equity into the Policy Decision Making Process					
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<p>Indicators are the means by which we can measure impact. Indicators should be disaggregated by race.</p> <p>All indicators listed above.</p>	<p>Tacoma Public Utilities has a policy framework and organizational infrastructure that support this plan.</p> <ul style="list-style-type: none"> Develop recommendation to update Public Utility Board Strategic Directive #1 on Equity and Inclusion (and or other policy document(s)) to reflect the standards listed in the organizational assessment. Division equity committees (as subcommittees of TPU Equity Committee) Broadly communicate the TPU Equity Actions and Plan 	<p>Draft recommendations Q2 2021 Present to PUB for vote during annual review of SD-1 Q3 2021 Committees in place by Q2 2021 Communicate Plan and Progress Quarterly</p>	<p>List accountable Individuals, groups, and departments</p> <p>Jackie Flowers Mia Navarro</p> <p>With support from: ELT TPU Equity Committee</p>	<p>Quantifiable measures of how well an action is working. Different types of measures include quantity, quality, and impact.</p> <p>Draft created on time?</p> <p>Presented to PUB on time?</p> <p>Approved by PUB?</p>	<p>Ensure annual reporting to City Manager and Director of Public Utilities; build reporting into EDPR conversations</p>

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