



# TPU Equity Initiative and Equal Opportunity Report

Office of Equity and Human Rights &  
Human Resources Department

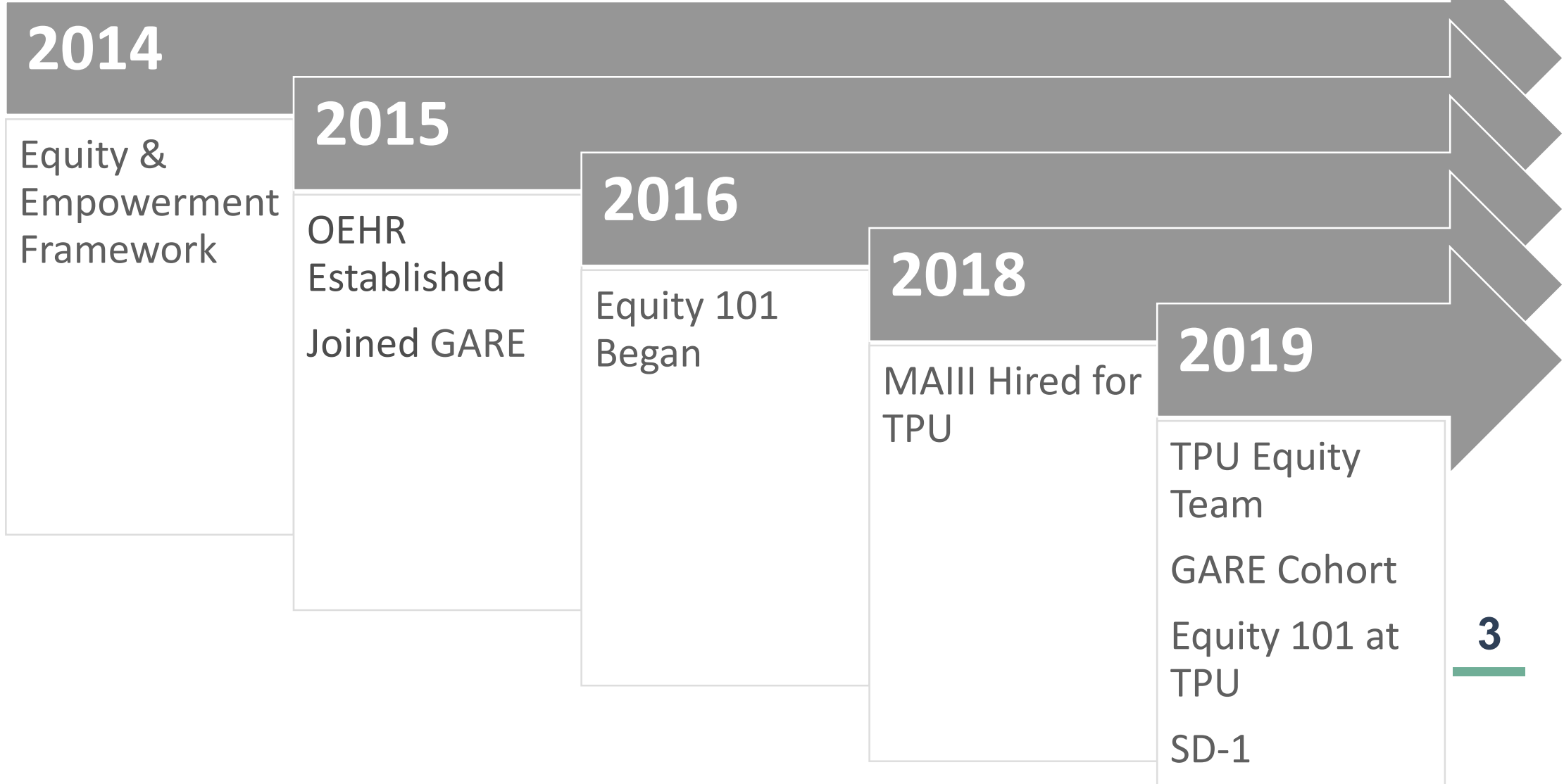
Public Utility Board Study Session  
August 28, 2019

Mia Navarro, OEHR Policy and Program Manager  
Olivia Polynice, EEO Officer  
Audrey Hornbuckle, Sr. HR Analyst

# ●●● OVERVIEW

- City of Tacoma Equity Initiative Background
- Equity and Empowerment Framework
- Equity at TPU
- Workforce Equity and Equal Opportunity

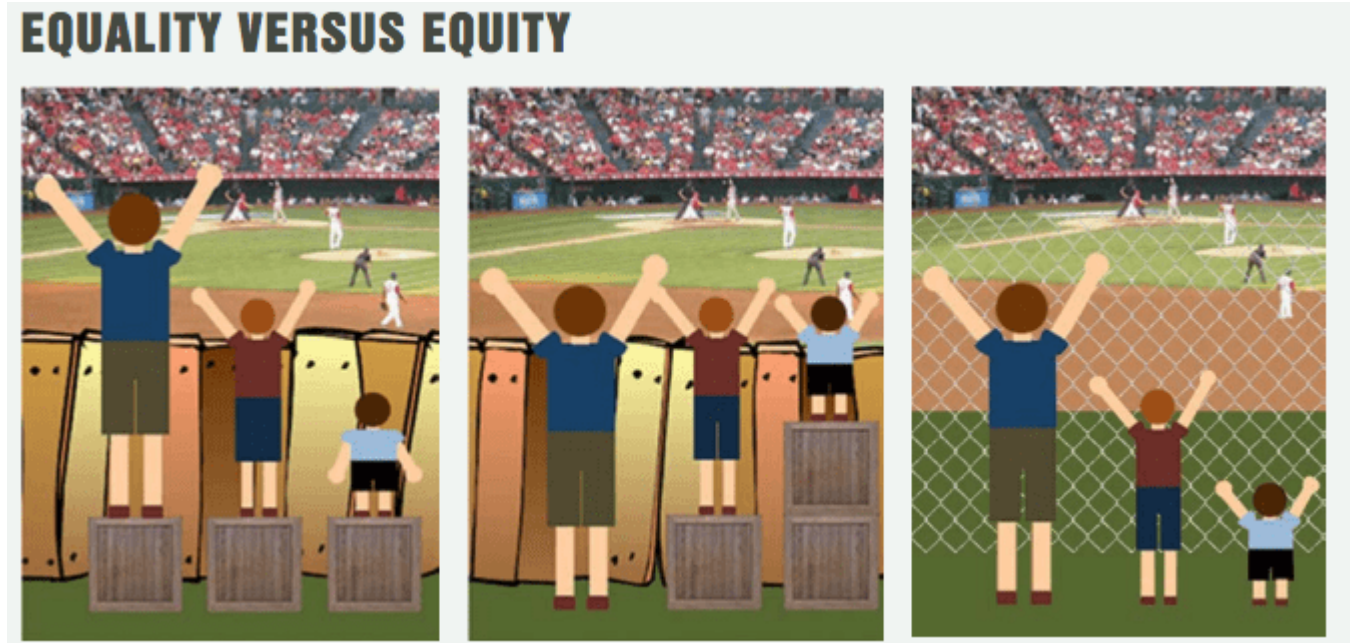
# City of Tacoma Equity Initiative



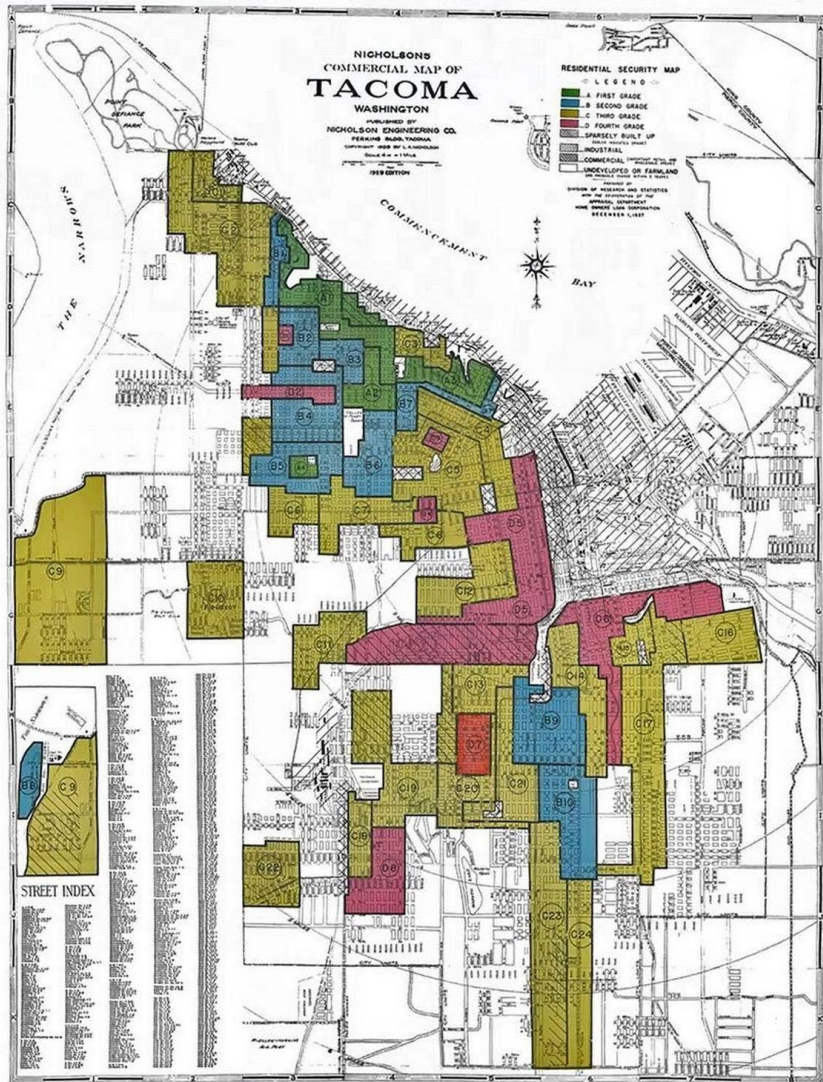
# Equity & Empowerment Framework

Our **VISION** is for Tacoma to be an inclusive and equitable place to live, work, and play.

**EQUITY** is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential.



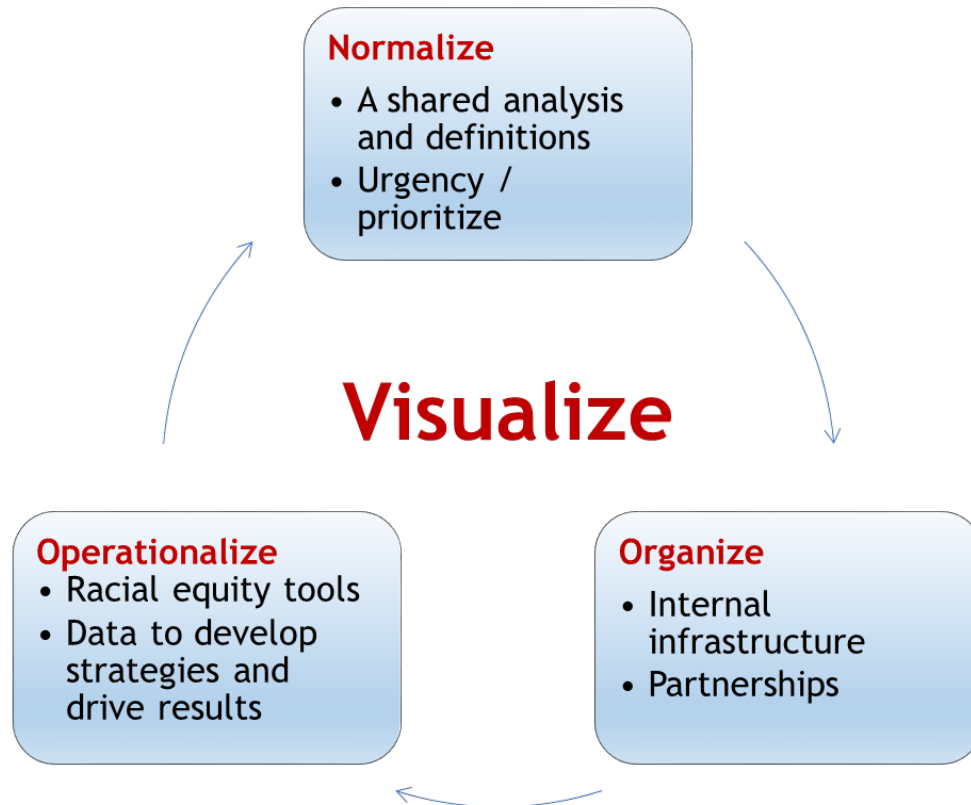
# Equity & Empowerment Framework



## GOALS

1. The City's workforce reflects the community it serves
2. Purposeful community outreach and engagement
3. Equitable service delivery
4. Support human rights
5. Commitment to equity in policy decision-making

# Gov't Alliance on Race and Equity



## GARE Racial Equity Tools and Resources

- Results Based Accountability Framework
- Policy/Program/Service Toolkit
- Organizational Assessment
- Action Plan Template
- Core Teams
- Annual Conference
- Year-Long Training Cohort
- Communications Toolkit

# ●●●TPU's Commitment

## **EQUITY & INCLUSION STRATEGIC DIRECTIVE**

*TPU is committed to achieving equity and inclusion in its workforce, service delivery, policy decision making, and community/stakeholder engagement.*

## **LEADERSHIP PROMISE**

*We will treat employees fairly and equitably.*

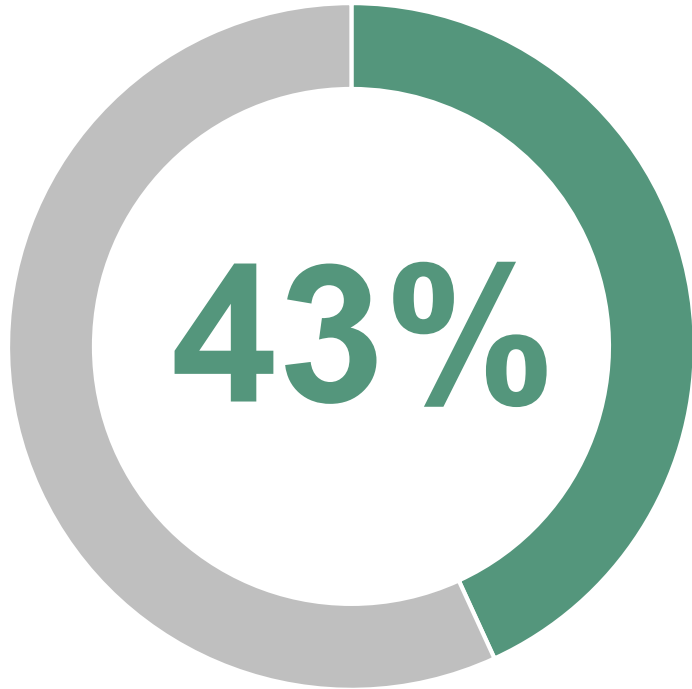


# ●●● OEHR at TPU

2019-2020	2021-2022 Proposed
<ul style="list-style-type: none"> <li>• 3 FTE</li> <li>• Equity 101</li> <li>• Staff TPU Equity Committee</li> <li>• Conduct Case Studies/Examples</li> <li>• Conduct Organizational Assessment</li> <li>• Develop Action Plan</li> <li>• Equity in Cultural Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• 5 FTE</li> <li>• Equity 101</li> <li>• Staff TPU Equity Committee</li> <li>• More Case Studies/Examples</li> <li>• Implement Action Plan</li> <li>• Reevaluate and Adjust (ongoing)</li> <li>• Equity Index for TPU Service Areas</li> </ul>



# Equity 101 at TPU



**2019 Goal:  
372 employees**

## Equity 101

- 4-Hour Class
- History of Institutional Racism
- Equality vs. Equity
- Brainstorm Recommendations

# TPU Equity Committee

*...an employee-driven committee that exists to advance TPU's internal and external equity efforts in collaboration with the Office of Equity and Human Rights.*

## Executive Sponsor

- Steve Hatcher, Customer Services Manager

## Customer Services

- Ricardo Ferrell, Customer Services Training Supervisor

## Public Affairs and Communications

- John Gaines, Public Affairs Manager

## Human Resources

- Cheryl Bidleman, Deputy Director

## Power

- Ahlmahz Negash, Power Analyst
- Alice Massara, Strategy, Innovation & Engagement

## Water

- Celine Mina, Water Quality Engineer
- Johnathan Castro, Water Utility Worker

## Rail

- Eric Fay, Finance and Technology
- Marc Robertson, Safety and Compliance

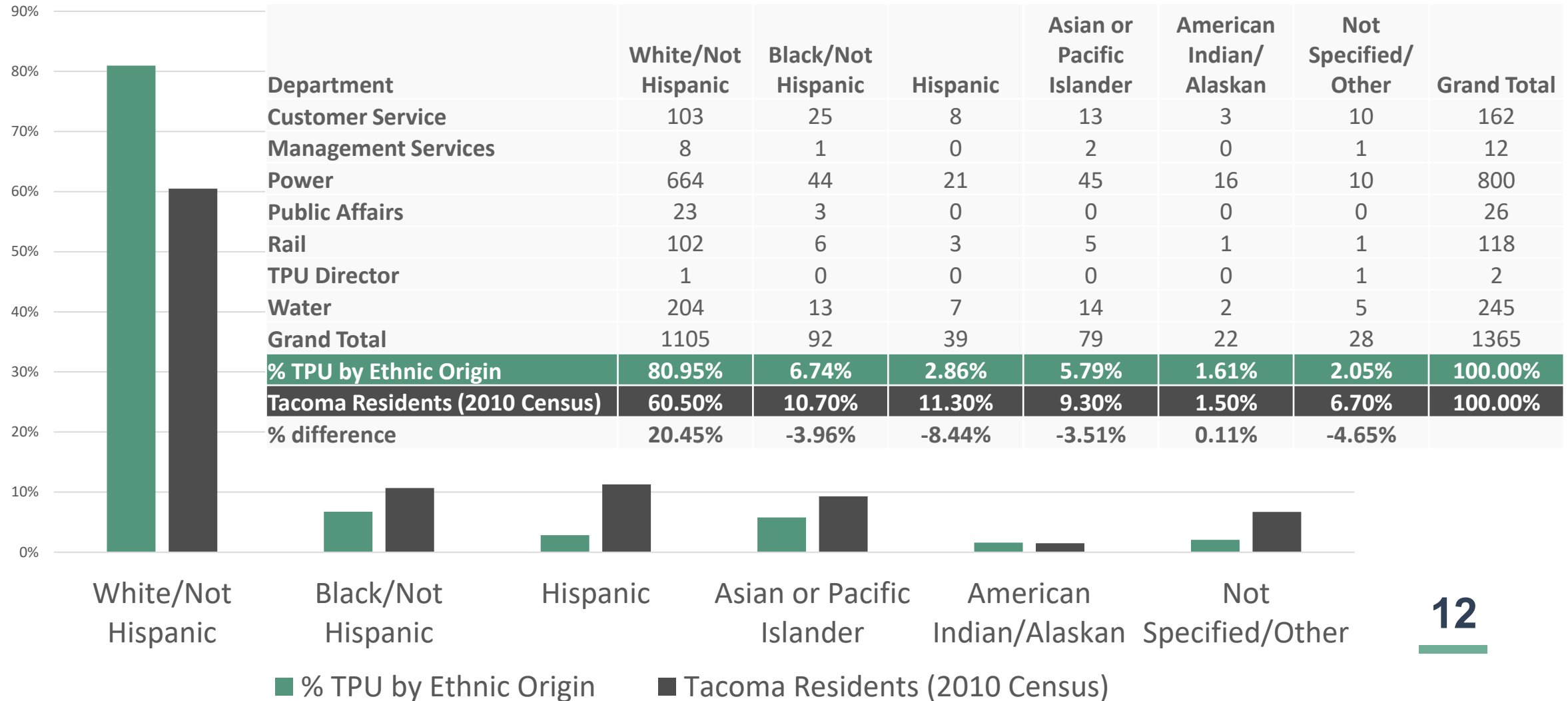
## At-Large

- Tosha Siebert, Relay Shop Field Supervisor

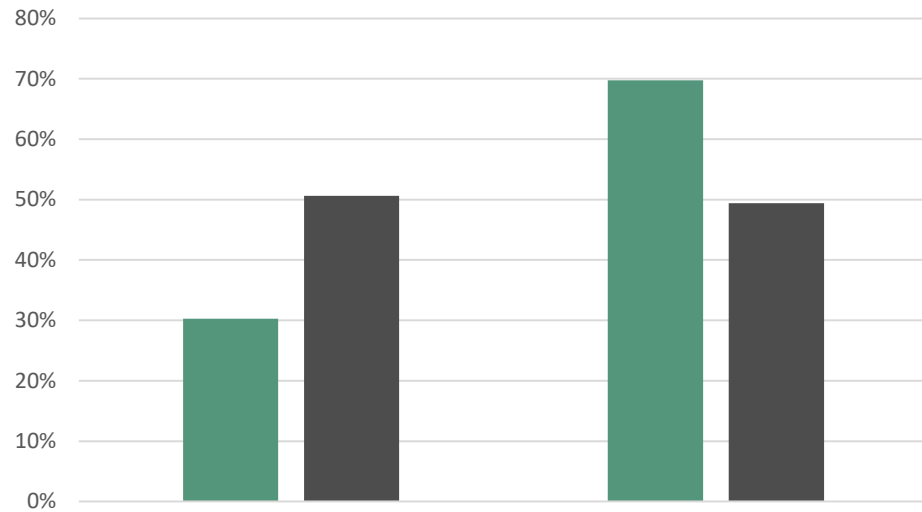
## ●●● Workforce Equity

*“The City’s workforce reflects the community it serves.”*

# TPU EEO Data Q2 2019 – Race & Ethnicity



# ●●● TPU EEO Data Q2 2019 - Gender



■ % TPU by Gender  
 ■ Tacoma Residents (2010 Census)

Department	Female	Male	Grand Total
Customer Service	109	53	162
Management Services	9	3	12
Power	211	589	800
Public Affairs	18	8	26
Rail	9	109	118
TPU Director	2	0	2
Water	55	190	245
<b>Grand Total</b>	<b>413</b>	<b>952</b>	<b>1365</b>
<b>% TPU by Gender</b>	<b>30.26%</b>	<b>69.74%</b>	<b>100.00%</b>
<b>Tacoma Residents (2010 Census)</b>	<b>50.60%</b>	<b>49.40%</b>	<b>100.00%</b>
<b>% difference</b>	<b>-20.34%</b>	<b>20.34%</b>	

# ●●● Human Resources Strategic Initiatives

- Fostering a diverse, equitable and inclusive culture.
- Improving processes, programs and organizational structures.
- Hiring and retaining talent.
- Investing in our employees.

# ●●● Human Resources Activities

Complete	In Progress	In Development
<ul style="list-style-type: none"> <li>Diver-City Event</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Equity Study</li> <li>Bias awareness in hiring</li> <li>Equal Opportunity Program Expansion</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Talent Connections Committee</li> <li>Performance Measures</li> <li>Data Analytics</li> </ul>



# Equal Employment Opportunity Program

- Fostering a diverse, equitable and inclusive culture by organizing and directing activities that promote inclusive and equitable environments.
- Developing a comprehensive, active and sustainable Equal Employment Opportunity Program that proactively encourages accountability, and supports inclusion, equity and diversity throughout recruitment, hiring and employment with the City of Tacoma.

# ● ● ● Guiding Policies and Frameworks

- HB 1696 Pay Equity Legislation
- I-200 Allows us to consider protected classes in hiring
- City of Tacoma PMP-130 Anti-Discrimination Policy
- Title VII of Civil Rights Act of 1964

●●● Thank You!



Questions?

**EEO Quarterly Report - 2nd Quarter 2019**  
**Annual Salary Summary**

<b>Gender</b>	<b>\$150,001-greater</b>	<b>\$100,001-150,000</b>	<b>\$75,001-100,000</b>	<b>\$50,001-75,000</b>	<b>&lt; \$50,000</b>	<b>Grand Total</b>
Female	31	244	329	400	68	1072
Male	150	944	735	567	45	2441
<b>Grand Total</b>	<b>181</b>	<b>1188</b>	<b>1064</b>	<b>967</b>	<b>113</b>	<b>3513</b>

<b>Race/Ethnic Origin</b>	<b>\$150,001-greater</b>	<b>\$100,001-150,000</b>	<b>\$75,001-100,000</b>	<b>\$50,001-75,000</b>	<b>&lt; \$50,000</b>	<b>Grand Total</b>
American Indian/Alaskan	1	18	14	23		56
Asian or Pacific Islander	11	91	85	86	7	280
Black/Not Hispanic	14	64	62	86	15	241
Hispanic	6	25	48	46	4	129
White/Not Hispanic	149	976	843	710	71	2749
Not Specified/Other		14	12	16	16	58
<b>Grand Total</b>	<b>181</b>	<b>1188</b>	<b>1064</b>	<b>967</b>	<b>113</b>	<b>3513</b>

<b>EEO Category</b>	<b>\$150,001-greater</b>	<b>\$100,001-150,000</b>	<b>\$75,001-100,000</b>	<b>\$50,001-75,000</b>	<b>&lt; \$50,000</b>	<b>Grand Total</b>
1 Officials & Administrators	93	46	4			143
2 Professionals	75	500	272	110	2	959
3 Technician		114	194	120	2	430
4 Protective Service Workers	13	347	162	36		558
5 Paraprofessionals			26	11	2	39
6 Administrative Support		2	65	287	65	419
7 Skilled Craft Workers		178	292	109	1	580
8 Service Maintenance		1	49	294	41	385
<b>Grand Total</b>	<b>181</b>	<b>1188</b>	<b>1064</b>	<b>967</b>	<b>113</b>	<b>3513</b>

<b>Department</b>	<b>\$150,001-greater</b>	<b>\$100,001-150,000</b>	<b>\$75,001-100,000</b>	<b>\$50,001-75,000</b>	<b>&lt; \$50,000</b>	<b>Grand Total</b>
City Attorney's Office	16	11	13	10	4	54
City Manager	4	12	23	11	1	51
Community & Economic Development	1	6	7	8		22
Customer Service	4	8	24	89	37	162
Environmental Services	15	40	161	246	16	478
Finance	2	16	45	35	1	99
Fire	25	250	104	36	1	416
Hearings Examiner	1		1	1		3
Human Resources	1	8	17	12	4	42
Information Technology	3	75	21	22		121
Management Services	1	3	4	4		12
Municipal Court		2	3	20	4	29
Neighborhood & Community Services	1	2	13	13		29
Planning & Development Services	2	21	38	22	3	86
Police	21	254	81	35		391
Power	57	360	207	153	23	800
Public Affairs & Communication	3	11	8	3	1	26
Public Works	5	42	91	118	4	260
Rail	3	20	87	8		118
Retirement	1	1	3	4		9
Safety		3	2	1		6
Tacoma Venues & Events	2	4	13	19	14	52
TPU Director	1	1				2
Water	12	38	98	97		245
<b>Grand Total</b>	<b>181</b>	<b>1188</b>	<b>1064</b>	<b>967</b>	<b>113</b>	<b>3513</b>

**EEO Quarterly Report - 2nd Quarter 2019**  
**Annual Salary by Gender - Combined View**

Race/Ethnic Origin	Gender	\$150,001-greater	\$100,001-150,000	\$75,001-100,000	\$50,001-75,000	< \$50,000	Grand Total
American Indian/Alaskan	Female		3	2	12		17
	Male	1	15	12	11		39
Asian or Pacific Islander	Female	3	23	32	40	7	105
	Male	8	68	53	46		175
Black/Not Hispanic	Female	1	21	27	38	8	95
	Male	13	43	35	48	7	146
Hispanic	Female	1	3	16	16	2	38
	Male	5	22	32	30	2	91
White/Not Hispanic	Female	26	190	247	292	38	793
	Male	123	786	596	418	33	1956
Not Specified/Other	Female		4	5	2	13	24
	Male		10	7	14	3	34
<b>Grand Total</b>		<b>181</b>	<b>1188</b>	<b>1064</b>	<b>967</b>	<b>113</b>	<b>3513</b>

Department	Gender	\$150,001-greater	\$100,001-150,000	\$75,001-100,000	\$50,001-75,000	< \$50,000	Grand Total
City Attorney's Office	Female	7	6	10	8	4	35
	Male	9	5	3	2		19
City Manager	Female	2	10	13	4		29
	Male	2	2	10	7	1	22
Community & Economic Development	Female		5	6	6		17
	Male	1	1	1	2		5
Customer Service	Female		6	21	56	26	109
	Male	4	2	3	33	11	53
Environmental Services	Female	2	15	41	54	6	118
	Male	13	25	120	192	10	360
Finance	Female	1	12	32	24	1	70
	Male	1	4	13	11		29
Fire	Female	1	21	20	20	1	63
	Male	24	229	84	16		353
Hearings Examiner	Female			1	1		2
	Male	1					1
Human Resources	Female		7	15	11	4	37
	Male	1	1	2	1		5
Information Technology	Female	1	25	7	12		45
	Male	2	50	14	10		76
Management Services	Female		3	2	4		9
	Male	1		2			3
Municipal Court	Female		1	2	19	4	26
	Male		1	1	1		3
Neighborhood & Community Services	Female	1	2	8	7		18
	Male			5	6		11
Planning & Development Services	Female	1	6	12	14	3	36
	Male	1	15	26	8		50
Police	Female	2	38	18	24		82
	Male	19	216	63	11		309
Power	Female	9	58	62	71	11	211
	Male	48	302	145	82	12	589
Public Affairs & Communication	Female	1	6	8	2	1	18
	Male	2	5		1		8
Public Works	Female		7	15	24	2	48
	Male	5	35	76	94	2	212
Rail	Female		2	7			9
	Male	3	18	80	8		109
Retirement	Female		1	3	4		8
	Male	1					1
Safety	Female		1	1	1		3
	Male		2	1			3
Tacoma Venues & Events	Female	1	1	6	9	5	22
	Male	1	3	7	10	9	30
TPU Director	Female	1	1				2
	Male						
Water	Female	1	10	19	25		55
	Male	11	28	79	72		190
<b>Grand Total</b>		<b>181</b>	<b>1188</b>	<b>1064</b>	<b>967</b>	<b>113</b>	<b>3513</b>

**EEO Quarterly Report - 2nd Quarter 2019**  
**Job Group by Gender and Race/Ethnic Origin - Combined View**

Job Group	Gender	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified	Grand Total
1 Managers - Executive	Female			2		10		12
	Male		4	6	1	53		64
2 Management - General	Female	1	6	6	2	43		58
	Male	1	6	9	5	83	3	107
3 Professionals - General	Female	3	21	15	5	122	2	168
	Male	2	19	7	5	103	4	140
4 Professionals - Senior/Supervisory	Female	1	19	10	4	126	4	164
	Male	1	13	5	6	118	4	147
5 Professional - Technical	Female	1	4		1	25		31
	Male	1	2	1	1	42	4	51
6 Professional - Senior/Supervisory Technical	Female		2	2		39	1	44
	Male		10	6	1	95	2	114
7 Professionals - Attorney	Female		1			1		2
	Male		1		1	4		6
8 Firefighter	Female		2	5	3	19		29
	Male	2	12	17	10	112		153
9 Fire - Specialty	Female		1			6		7
	Male		2	1		41		44
10 Fire - Supervisory	Female	1	1			2		4
	Male	4	4	5	1	72		86
11 Fire - Management	Female					3		3
	Male	1	1	1	1	24		28
12 Police - Patrol Officer	Female		3	3	4	21		31
	Male	2	17	9	15	152	5	200
13 Police - Sergeant	Female					3		3
	Male		5			34		39
14 Police - Detective	Female		1	1		13		15
	Male		3	2		35		40
15 Police - Management	Female					2		2
	Male		1	3		12		16
16 Support Staff - General	Female	8	22	21	12	144	14	221
	Male	1	4	7	3	47	3	65
17 Support Staff - Senior/Supervisory	Female		11	16	2	87	2	118
	Male	1	3	1	2	9		16
18 Technicians - Entry	Female		5	8	2	54	1	70
	Male	2	12	10	6	125		155
19 Technicians - Senior/Supervisory	Female		2	1	1	21		25
	Male	1	5	3	7	49		65
20 Service Maintenance - General	Female	1	2	3		19		25
	Male	4	19	20	8	175	3	229
21 Service Maintenance - Supervisory	Female				2	4		6
	Male	2	1	2	1	45		51
22 Skilled Crafts - Entry/Apprentice	Female					7		7
	Male	1	5	6	4	74	2	92
23 Skilled Crafts - General	Female	1	2			17		20
	Male	10	20	21	10	324	4	389
24 Skilled Crafts - Senior/Supervisory	Female			2		5		7
	Male	3	6	4	3	128		144
<b>Grand Total</b>		<b>56</b>	<b>280</b>	<b>241</b>	<b>129</b>	<b>2749</b>	<b>58</b>	<b>3513</b>

**EEO Quarterly Report - 2nd Quarter 2019**  
**Department by Gender and Race/Ethnic Origin - Combined View**

Department	Gender	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
City Attorney's Office	Female		2	1	2	29	1	35
	Male		3	2	2	12		19
City Manager	Female		4	10		13	2	29
	Male		2	7		12	1	22
Community Economic Development	Female		1	2		14		17
	Male			1	2	2		5
Customer Service	Female		11	17	5	68	8	109
	Male	3	2	8	3	35	2	53
Environmental Services	Female	2	7	5	4	98	2	118
	Male	6	24	19	11	300		360
Finance	Female	2	13	3	4	48		70
	Male		10	1	2	15	1	29
Fire	Female	1	4	5	4	49		63
	Male	8	21	29	12	281	2	353
Hearings Examiner	Female		1			1		2
	Male					1		1
Human Resources	Female	1	4	3	5	23	1	37
	Male		1			4		5
Information Technology	Female		9		1	33	2	45
	Male		9	5	2	57	3	76
Management Services	Female		2	1		5	1	9
	Male					3		3
Municipal Court	Female		3	5		17	1	26
	Male					3		3
Neighborhood & Community Services	Female		3	5		10		18
	Male		1	1	3	6		11
Planning & Development Services	Female	1	3	2	2	27	1	36
	Male		6	1	1	42		50
Police	Female	3	10	7	5	55	2	82
	Male	2	29	14	16	243	5	309
Power	Female	5	12	16	4	172	2	211
	Male	11	33	28	17	492	8	589
Public Affairs & Communication	Female			2		16		18
	Male			1		7		8
Public Works	Female		6	6	1	35		48
	Male	7	18	13	11	159	4	212
Rail	Female			1		8		9
	Male	1	5	5	3	94	1	109
Retirement	Female		3			5		8
	Male					1		1
Safety	Female		1			2		3
	Male		1			2		3
Tacoma Venues & Events	Female	1	1	1		19		22
	Male		1	1		26	2	30
TPU Director	Female					1	1	2
	Male							0
Water	Female	1	5	3	1	45		55
	Male	1	9	10	6	159	5	190
<b>Grand Total</b>		<b>56</b>	<b>280</b>	<b>241</b>	<b>129</b>	<b>2749</b>	<b>58</b>	<b>3513</b>



**EEO Quarterly Report - 2nd Quarter 2019**  
**Department by Gender and Race/Ethnic Origin - Separate View**

Department - Race/Ethnic Origin	Amer Indian/ Alaskan	Asian/Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/ Other	Grand Total
City Attorney		5	3	4	41	1	54
City Manager		6	17		25	3	51
Community Economic Development		1	3	2	16		22
Customer Service	3	13	25	8	103	10	162
Environmental Services	8	31	24	15	398	2	478
Finance	2	23	4	6	63	1	99
Fire	9	25	34	16	330	2	416
Hearings Examiner		1			2		3
Human Resources	1	5	3	5	27	1	42
Information Technology		18	5	3	90	5	121
Management Services		2	1		8	1	12
Municipal Court		3	5		20	1	29
Neighborhood & Community Services		4	6	3	16		29
Planning & Development Services	1	9	3	3	69	1	86
Police	5	39	21	21	298	7	391
Power	16	45	44	21	664	10	800
Public Affairs & Communication			3		23		26
Public Works	7	24	19	12	194	4	260
Rail	1	5	6	3	102	1	118
Retirement		3			6		9
Safety		2			4		6
Tacoma Venues & Events	1	2	2		45	2	52
TPU Director					1	1	2
Water	2	14	13	7	204	5	245
<b>Grand Total</b>	<b>56</b>	<b>280</b>	<b>241</b>	<b>129</b>	<b>2749</b>	<b>58</b>	<b>3513</b>
% of Workforce	1.6%	8.0%	6.9%	3.7%	78.3%	1.7%	100.0%
<b>Tacoma Residents (2010 Census)</b>	<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
% Difference	0.1%	-1.3%	-3.8%	-7.6%	17.8%	-5.0%	0.0%

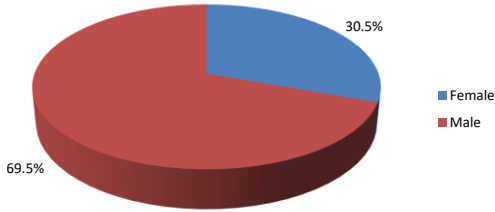
Department - Gender	Female	Male	Grand Total
City Attorney	35	19	54
City Manager	29	22	51
Community Economic Development	17	5	22
Customer Service	109	53	162
Environmental Services	118	360	478
Finance	70	29	99
Fire	63	353	416
Hearings Examiner	2	1	3
Human Resources	37	5	42
Information Technology	45	76	121
Management Services	9	3	12
Municipal Court	26	3	29
Neighborhood & Community Services	18	11	29
Planning & Development Services	36	50	86
Police	82	309	391
Power	211	589	800
Public Affairs & Communication	18	8	26
Public Works	48	212	260
Rail	9	109	118
Retirement	8	1	9
Safety	3	3	6
Tacoma Venues & Events	22	30	52
TPU Director	2		2
Water	55	190	245
<b>Grand Total</b>	<b>1072</b>	<b>2441</b>	<b>3513</b>
% of Workforce	30.5%	69.5%	100.0%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>	<b>100.0%</b>

**EEO Quarterly Report - 2nd Quarter 2019**  
**General Government and Tacoma Public Utilities - Workforce Comparison**

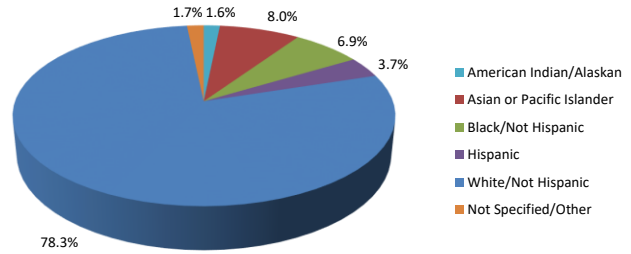
**Total Workforce**

	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
Female	17	105	95	38	793	24	1072
Male	39	175	146	91	1956	34	2441
<b>Grand Total</b>	<b>56</b>	<b>280</b>	<b>241</b>	<b>129</b>	<b>2749</b>	<b>58</b>	<b>3513</b>
<b>% of Workforce</b>	<b>1.6%</b>	<b>8.0%</b>	<b>6.9%</b>	<b>3.7%</b>	<b>78.3%</b>	<b>1.7%</b>	<b>100%</b>

**Total Workforce by Gender**



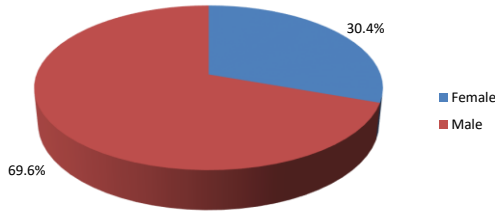
**Total Workforce by Ethnic Origin**



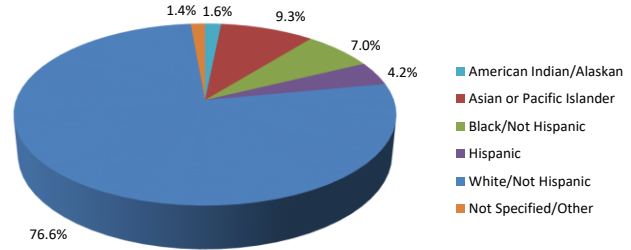
**General Government**

	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
Female	11	72	55	28	473	12	651
Male	23	126	94	62	1165	18	1488
<b>Grand Total</b>	<b>34</b>	<b>198</b>	<b>149</b>	<b>90</b>	<b>1638</b>	<b>30</b>	<b>2139</b>
<b>% of Workforce</b>	<b>1.6%</b>	<b>9.3%</b>	<b>7.0%</b>	<b>4.2%</b>	<b>76.6%</b>	<b>1.4%</b>	<b>100%</b>

**General Government by Gender**



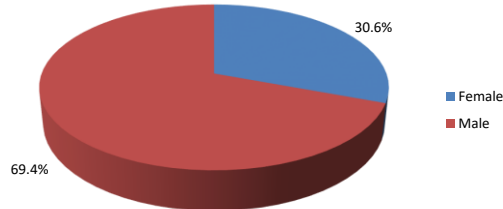
**General Government by Ethnic Origin**



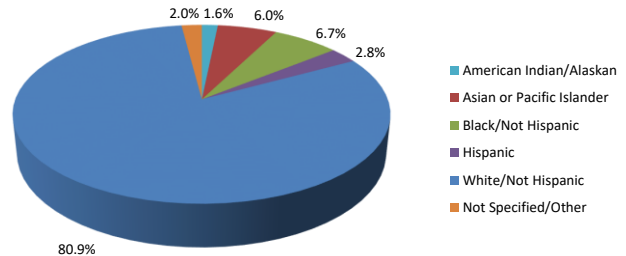
**Tacoma Public Utilities**

	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
Female	6	33	40	10	320	12	421
Male	16	49	52	29	791	16	953
<b>Grand Total</b>	<b>22</b>	<b>82</b>	<b>92</b>	<b>39</b>	<b>1111</b>	<b>28</b>	<b>1374</b>
<b>% of Workforce</b>	<b>1.6%</b>	<b>6.0%</b>	<b>6.7%</b>	<b>2.8%</b>	<b>80.9%</b>	<b>2.0%</b>	<b>100%</b>

**Tacoma Public Utilities by Gender**



**Tacoma Public Utilities by Ethnic Origin**



**EEO Quarterly Report - 2nd Quarter 2019**  
**Tacoma Residents and Workforce Comparison Graph**

**Total Workforce**

	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
Female	17	105	95	38	793	24	1072
Male	39	175	146	91	1956	34	2441
<b>Grand Total</b>	<b>56</b>	<b>280</b>	<b>241</b>	<b>129</b>	<b>2749</b>	<b>58</b>	<b>3513</b>
<b>% of Workforce</b>	1.6%	8.0%	6.9%	3.7%	78.3%	1.7%	100.0%

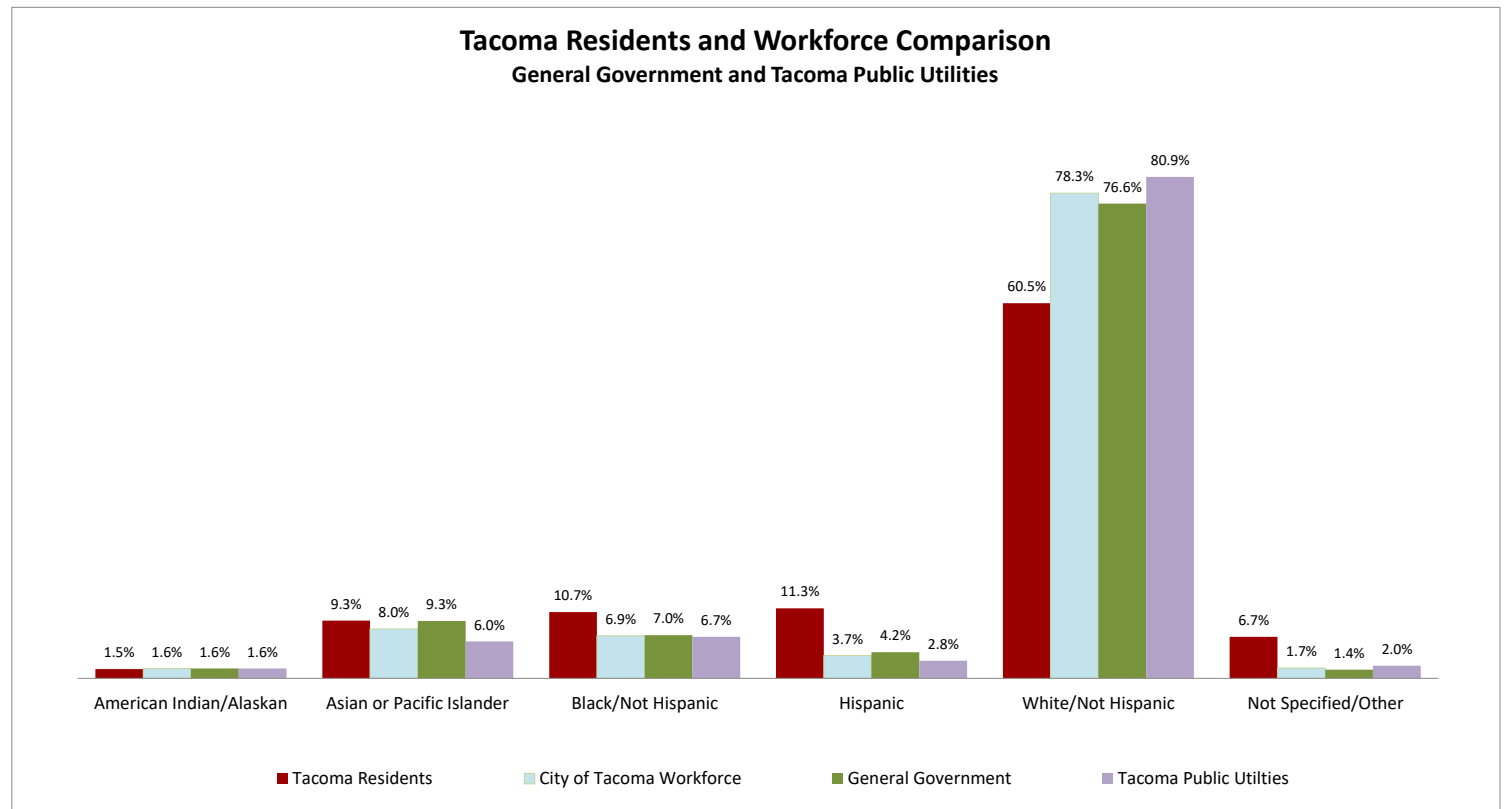
**General Government**

	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
Female	11	72	55	28	473	12	651
Male	23	126	94	62	1165	18	1488
<b>Grand Total</b>	<b>34</b>	<b>198</b>	<b>149</b>	<b>90</b>	<b>1638</b>	<b>30</b>	<b>2139</b>
<b>% of Workforce</b>	1.6%	9.3%	7.0%	4.2%	76.6%	1.4%	100.0%

**Tacoma Public Utilities**

	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
Female	6	33	40	10	320	12	421
Male	16	49	52	29	791	16	953
<b>Grand Total</b>	<b>22</b>	<b>82</b>	<b>92</b>	<b>39</b>	<b>1111</b>	<b>28</b>	<b>1374</b>
<b>% of Workforce</b>	1.6%	6.0%	6.7%	2.8%	80.9%	2.0%	100.0%

<b>Tacoma Residents - 2010</b>	<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
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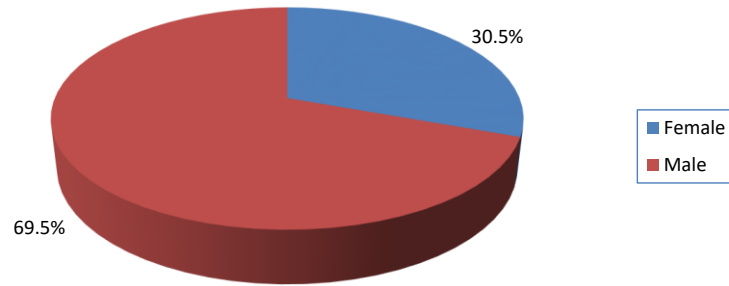


EEO Quarterly Report - 2nd Quarter 2019  
Pie Charts by Department

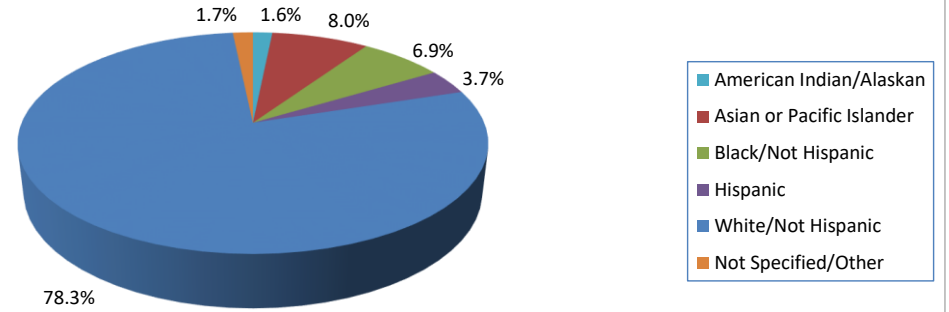
	Female	Male
<b>Total City of Tacoma Workforce</b>	<b>1072</b>	<b>2441</b>
Workforce %	30.5%	69.5%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-20.1%	20.1%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>56</b>	<b>280</b>	<b>241</b>	<b>129</b>	<b>2749</b>	<b>58</b>	<b>3513</b>
1.6%	8.0%	6.9%	3.7%	78.3%	1.7%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
0.1%	-1.3%	-3.8%	-7.6%	17.8%	-5.0%	0.0%

City of Tacoma Workforce - Gender



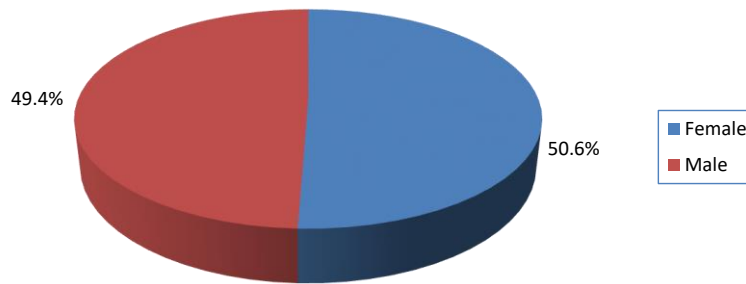
City of Tacoma Workforce - Ethnic Origin



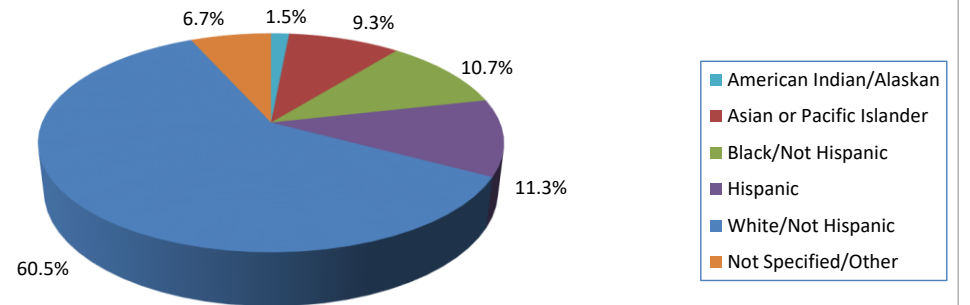
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
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<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
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Tacoma Residents - Gender



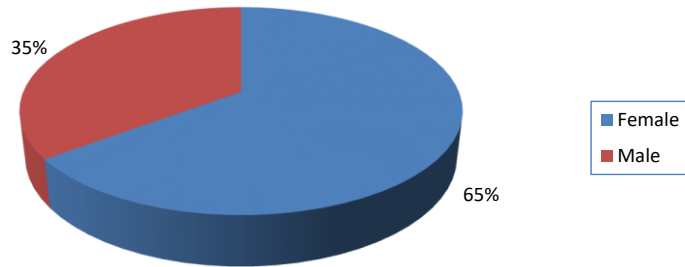
Tacoma Residents - Ethnic Origin



**EEO Quarterly Report - 2nd Quarter 2019**  
**Pie Charts by Department**

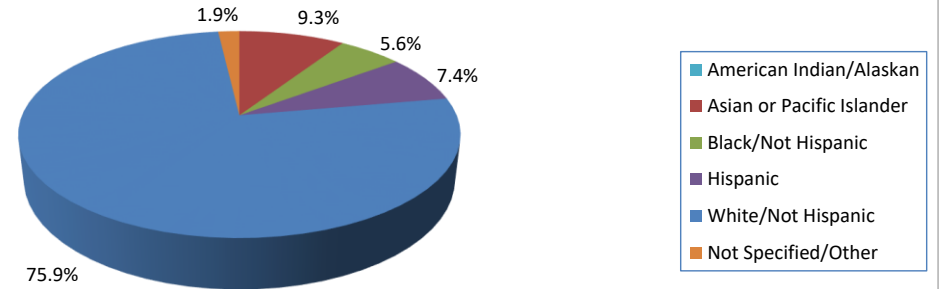
	Female	Male
<b>City Attorney's Office</b>	<b>35</b>	<b>19</b>
Workforce %	64.8%	35.2%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	14.2%	-14.2%

**City Attorney's Office - Gender**



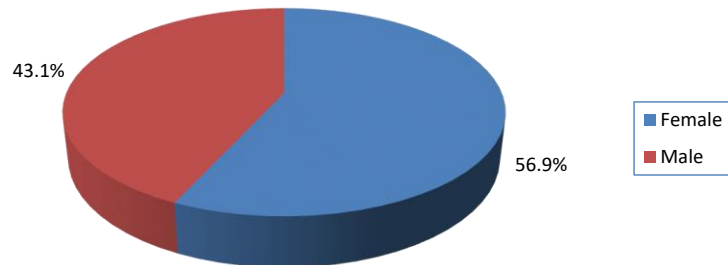
American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
	<b>5</b>	<b>3</b>	<b>4</b>	<b>41</b>	<b>1</b>	<b>54</b>
0.0%	9.3%	5.6%	7.4%	75.9%	1.9%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	0.0%	-5.1%	-3.9%	15.4%	-4.8%	0.0%

**City Attorney's Office - Ethnic Origin**



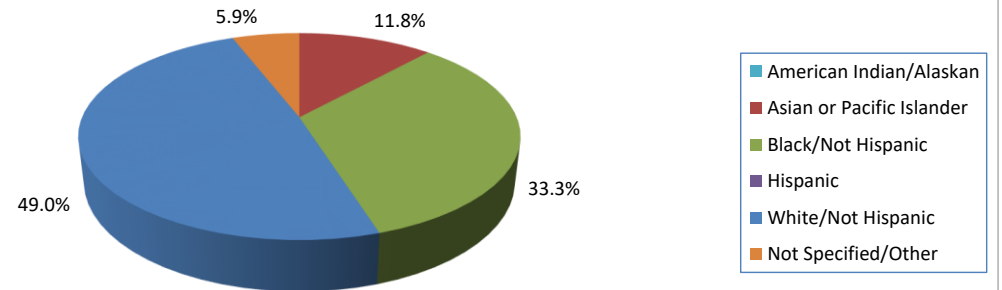
	Female	Male
<b>City Manager</b>	<b>29</b>	<b>22</b>
Workforce %	56.9%	43.1%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	6.3%	-6.3%

**City Manager - Gender**



American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
	<b>6</b>	<b>17</b>		<b>25</b>	<b>3</b>	<b>51</b>
0.0%	11.8%	33.3%	0.0%	49.0%	5.9%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	2.5%	22.6%	-11.3%	-11.5%	-0.8%	0.0%

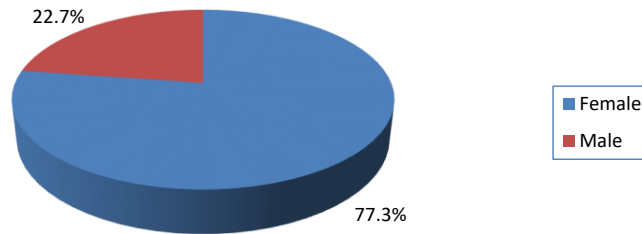
**City Manager - Ethnic Origin**



EEO Quarterly Report - 2nd Quarter 2019  
Pie Charts by Department

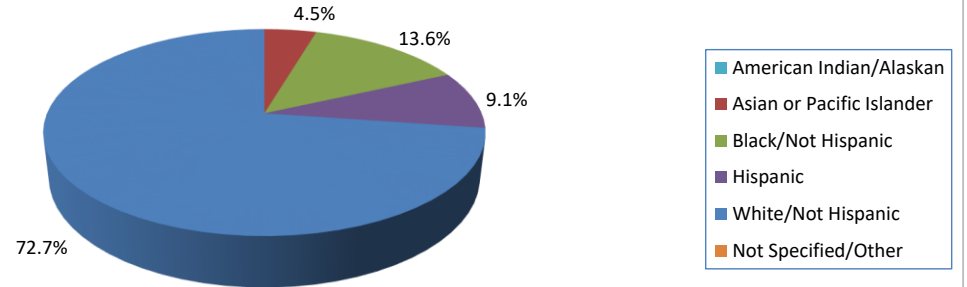
	Female	Male
<b>Community &amp; Economic Development</b>	<b>17</b>	<b>5</b>
Workforce %	77.3%	22.7%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	26.7%	-26.7%

**Community Economic Development - Gender**



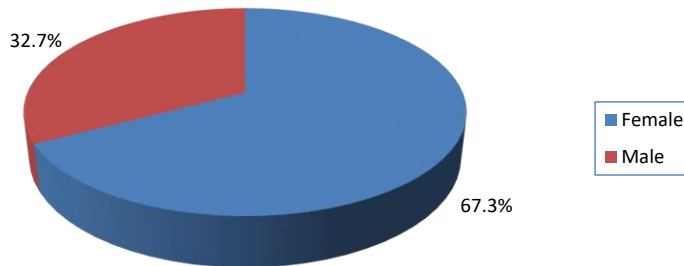
American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
	<b>1</b>	<b>3</b>	<b>2</b>	<b>16</b>		<b>22</b>
0.0%	4.5%	13.6%	9.1%	72.7%	0.0%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	-4.8%	2.9%	-2.2%	12.2%	-6.7%	0.0%

**Community Economic Development - Ethnic Origin**



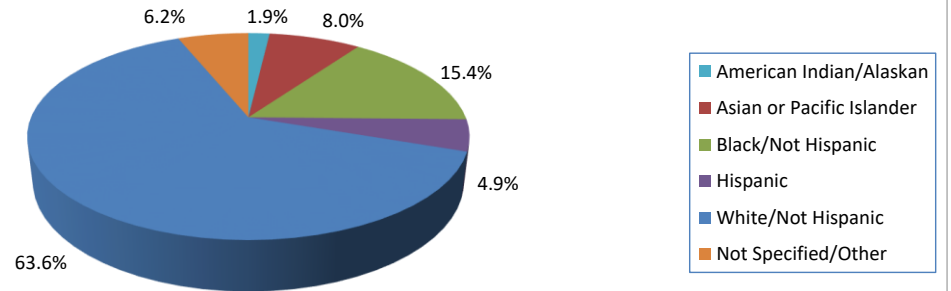
	Female	Male
<b>Customer Service</b>	<b>109</b>	<b>53</b>
Workforce %	67.3%	32.7%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	16.7%	-16.7%

**Customer Service - Gender**



American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>3</b>	<b>13</b>	<b>25</b>	<b>8</b>	<b>103</b>	<b>10</b>	<b>162</b>
1.9%	8.0%	15.4%	4.9%	63.6%	6.2%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
0.4%	-1.3%	4.7%	-6.4%	3.1%	-0.5%	0.0%

**Customer Service - Ethnic Origin**

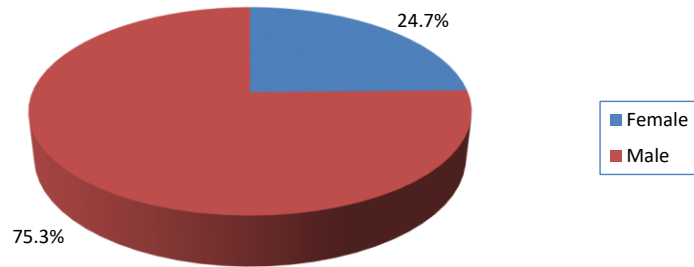


EEO Quarterly Report - 2nd Quarter 2019  
Pie Charts by Department

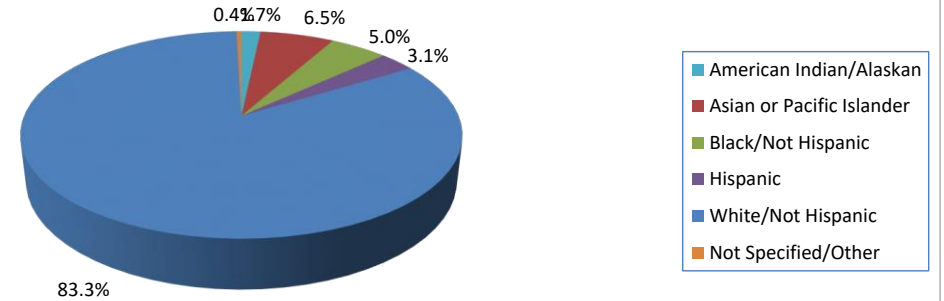
	Female	Male
<b>Environmental Services</b>	<b>118</b>	<b>360</b>
Workforce %	24.7%	75.3%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-25.9%	25.9%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>8</b>	<b>31</b>	<b>24</b>	<b>15</b>	<b>398</b>	<b>2</b>	<b>478</b>
1.7%	6.5%	5.0%	3.1%	83.3%	0.4%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
0.2%	-2.8%	-5.7%	-8.2%	22.8%	-6.3%	0.0%

Environmental Services - Gender



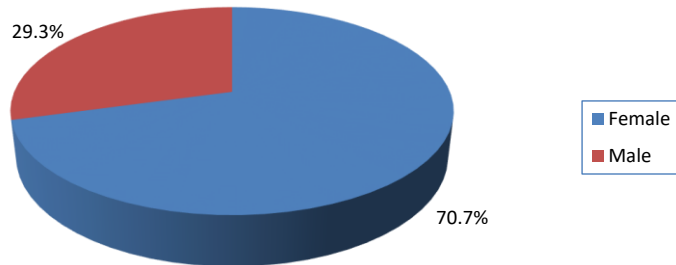
Environmental Services - Ethnic Origin



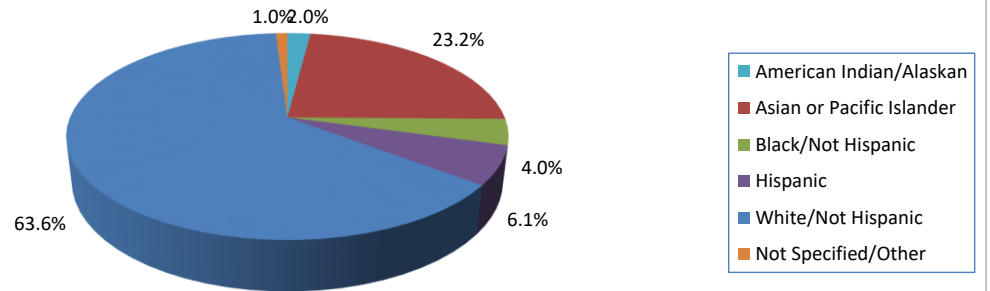
	Female	Male
<b>Finance</b>	<b>70</b>	<b>29</b>
Workforce %	70.7%	29.3%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	20.1%	-20.1%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>2</b>	<b>23</b>	<b>4</b>	<b>6</b>	<b>63</b>	<b>1</b>	<b>99</b>
2.0%	23.2%	4.0%	6.1%	63.6%	1.0%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
0.5%	13.9%	-6.7%	-5.2%	3.1%	-5.7%	0.0%

Finance - Gender



Finance - Ethnic Origin



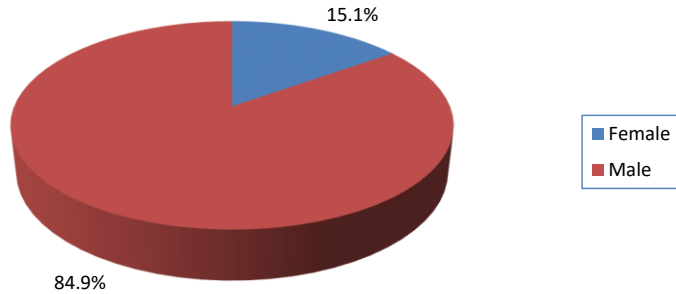


**EEO Quarterly Report - 2nd Quarter 2019**  
**Pie Charts by Department**

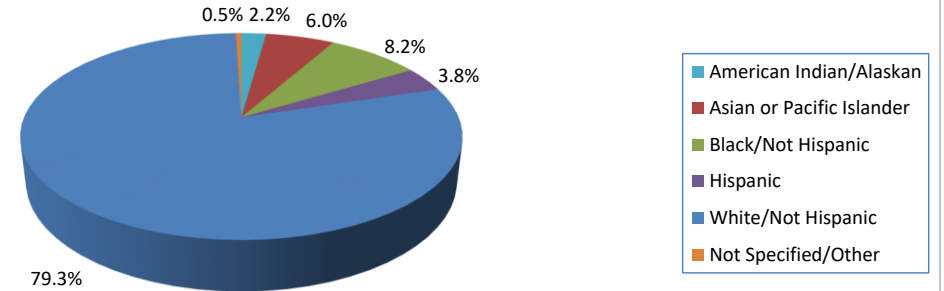
	Female	Male
<b>Fire</b>	<b>63</b>	<b>353</b>
Workforce %	15.1%	84.9%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-35.5%	35.5%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>9</b>	<b>25</b>	<b>34</b>	<b>16</b>	<b>330</b>	<b>2</b>	<b>416</b>
2.2%	6.0%	8.2%	3.8%	79.3%	0.5%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
0.7%	-3.3%	-2.5%	-7.5%	18.8%	-6.2%	0.0%

**Fire - Gender**



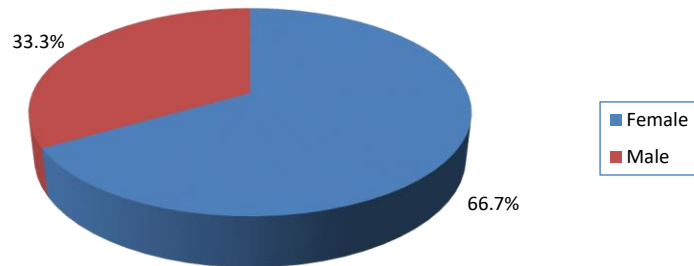
**Fire - Ethnic Origin**



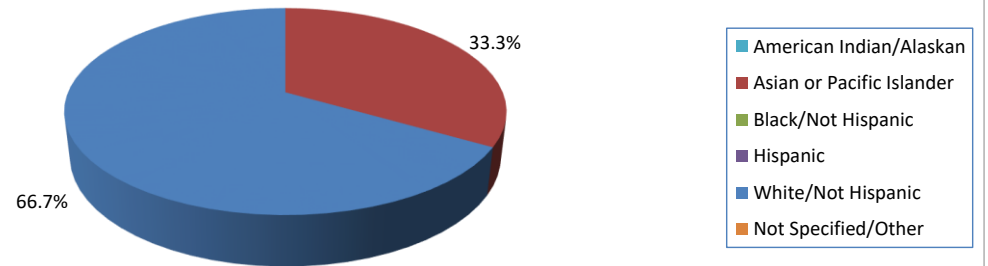
	Female	Male
<b>Hearings Examiner</b>	<b>2</b>	<b>1</b>
Workforce %	66.7%	33.3%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	16.1%	-16.1%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
	<b>1</b>			<b>2</b>		<b>3</b>
0.0%	33.3%	0.0%	0.0%	66.7%	0.0%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	24.0%	-10.7%	-11.3%	6.2%	-6.7%	0.0%

**Hearings Examiner - Gender**



**Hearings Examiner - Ethnic Origin**

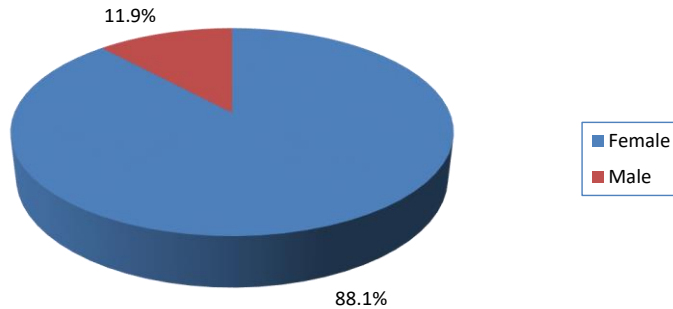


# EEO Quarterly Report - 2nd Quarter 2019

## Pie Charts by Department

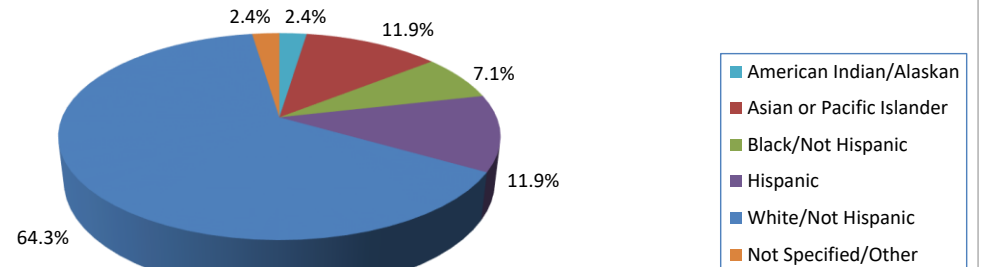
	Female	Male
<b>Human Resources</b>	<b>37</b>	<b>5</b>
Workforce %	88.1%	11.9%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	37.5%	-37.5%

### Human Resources - Gender



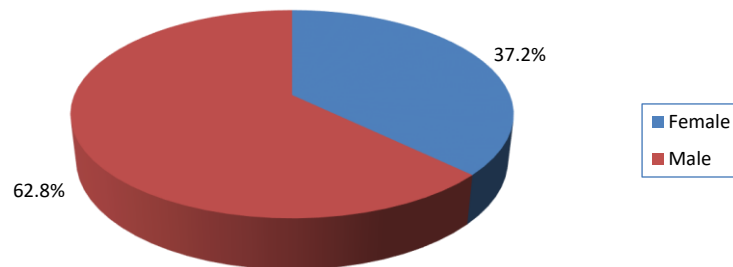
American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>1</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>27</b>	<b>1</b>	<b>42</b>
2.4%	11.9%	7.1%	11.9%	64.3%	2.4%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
0.9%	2.6%	-3.6%	0.6%	3.8%	-4.3%	0.0%

### Human Resources - Ethnic Origin



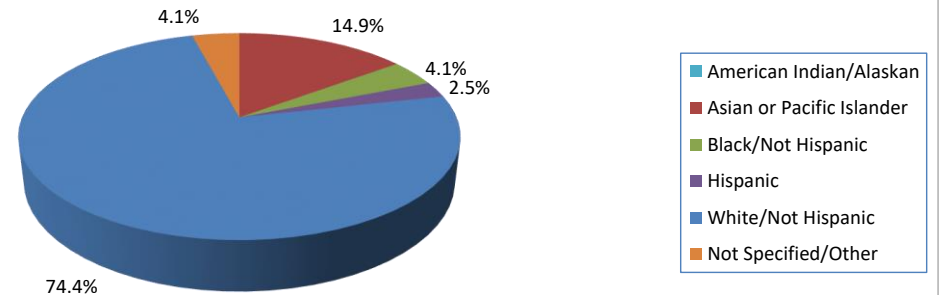
	Female	Male
<b>Information Technology</b>	<b>45</b>	<b>76</b>
Workforce %	37.2%	62.8%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-13.4%	13.4%

### Information Technology - Gender



American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>0</b>	<b>18</b>	<b>5</b>	<b>3</b>	<b>90</b>	<b>5</b>	<b>121</b>
0.0%	14.9%	4.1%	2.5%	74.4%	4.1%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	5.6%	-6.6%	-8.8%	13.9%	-2.6%	0.0%

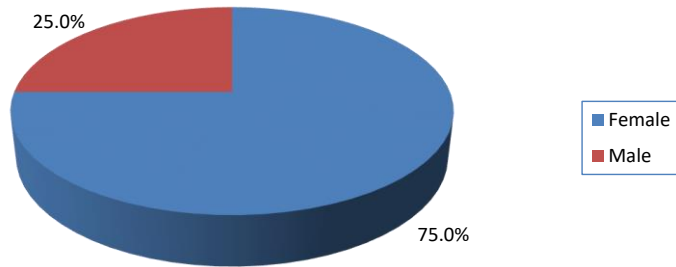
### Information Technology - Ethnic Origin



EEO Quarterly Report - 2nd Quarter 2019  
Pie Charts by Department

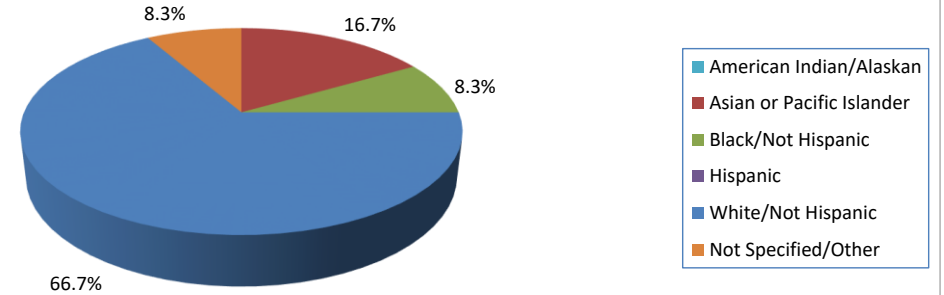
	Female	Male
<b>Management Services</b>	<b>9</b>	<b>3</b>
Workforce %	75.0%	25.0%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	24.4%	-24.4%

Management Services - Gender



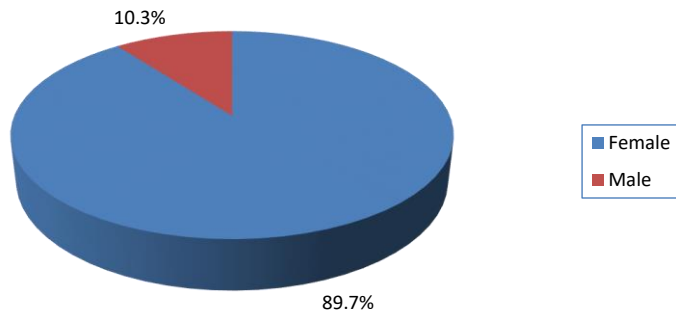
American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
	<b>2</b>	<b>1</b>		<b>8</b>	<b>1</b>	<b>12</b>
0.0%	16.7%	8.3%	0.0%	66.7%	8.3%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	7.4%	-2.4%	-11.3%	6.2%	1.6%	0.0%

Management Services - Ethnic Origin



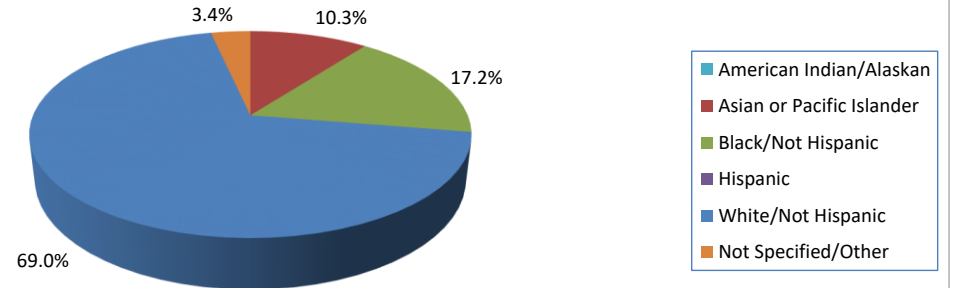
	Female	Male
<b>Municipal Court</b>	<b>26</b>	<b>3</b>
Workforce %	89.7%	10.3%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	39.1%	-39.1%

Municipal Court - Gender



American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
	<b>3</b>	<b>5</b>		<b>20</b>	<b>1</b>	<b>29</b>
0.0%	10.3%	17.2%	0.0%	69.0%	3.4%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	1.0%	6.5%	-11.3%	8.5%	-3.3%	0.0%

Municipal Court - Ethnic Origin

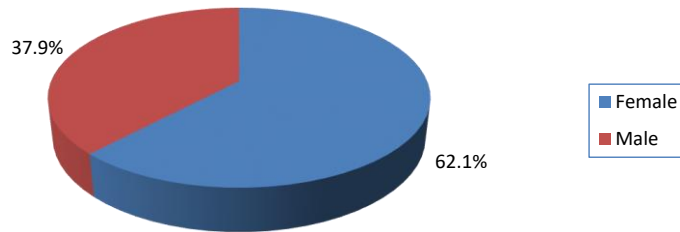


EEO Quarterly Report - 2nd Quarter 2019  
Pie Charts by Department

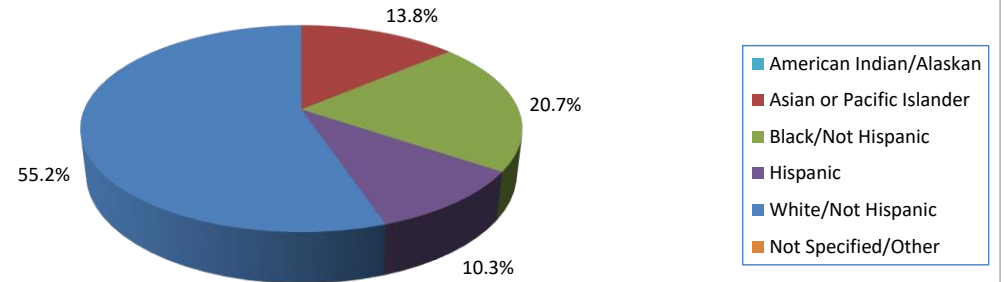
	Female	Male
<b>Neighborhood &amp; Community Services</b>	<b>18</b>	<b>11</b>
Workforce %	62.1%	37.9%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	11.5%	-11.5%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
	<b>4</b>	<b>6</b>	<b>3</b>	<b>16</b>		<b>29</b>
0.0%	13.8%	20.7%	10.3%	55.2%	0.0%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	4.5%	10.0%	-1.0%	-5.3%	-6.7%	0.0%

**Neighborhood & Community Services - Gender**



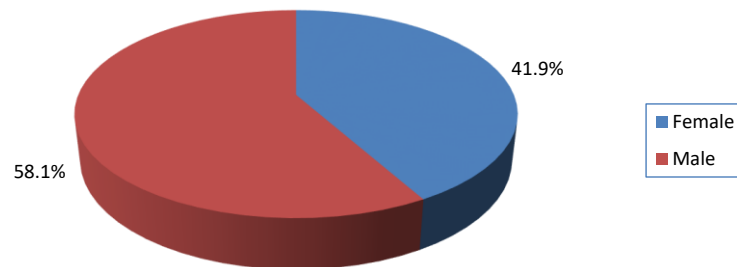
**Neighborhood & Community Services - Ethnic Origin**



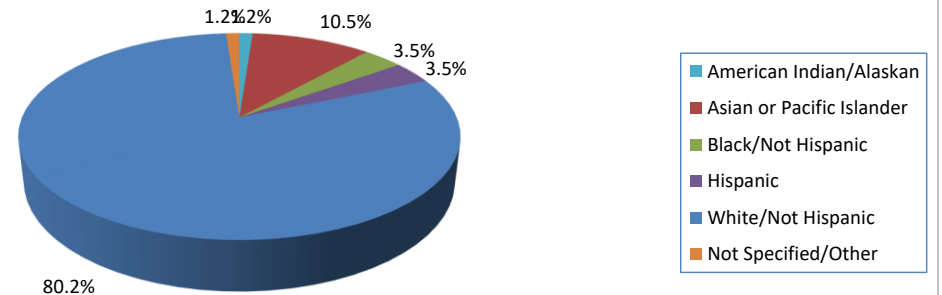
	Female	Male
<b>Planning &amp; Development Services</b>	<b>36</b>	<b>50</b>
Workforce %	41.9%	58.1%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-8.7%	8.7%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>1</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>69</b>	<b>1</b>	<b>86</b>
1.2%	10.5%	3.5%	3.5%	80.2%	1.2%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-0.3%	1.2%	-7.2%	-7.8%	19.7%	-5.5%	0.0%

**Planning & Development Services - Gender**



**Planning & Development Services - Ethnic Origin**

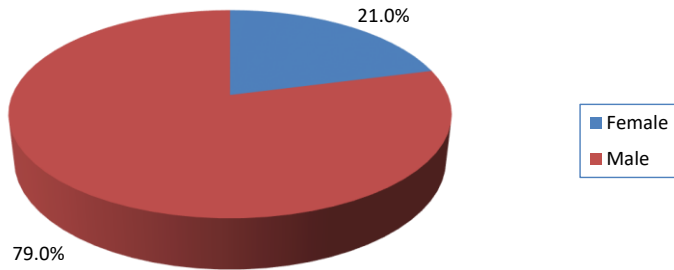


EEO Quarterly Report - 2nd Quarter 2019  
Pie Charts by Department

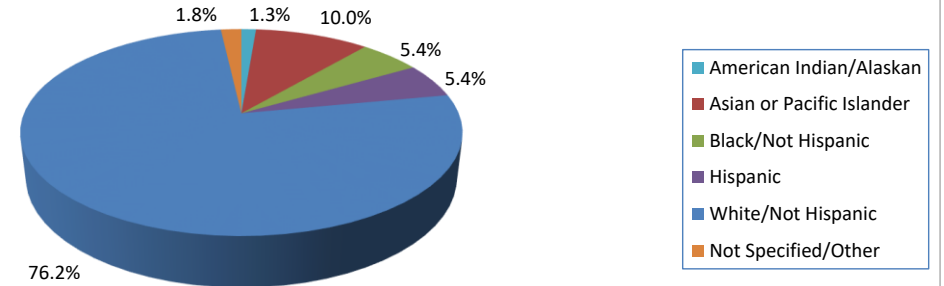
	Female	Male
<b>Police</b>	<b>82</b>	<b>309</b>
Workforce %	21.0%	79.0%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-29.6%	29.6%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>5</b>	<b>39</b>	<b>21</b>	<b>21</b>	<b>298</b>	<b>7</b>	<b>391</b>
1.3%	10.0%	5.4%	5.4%	76.2%	1.8%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-0.2%	0.7%	-5.3%	-5.9%	15.7%	-4.9%	0.0%

Police - Gender



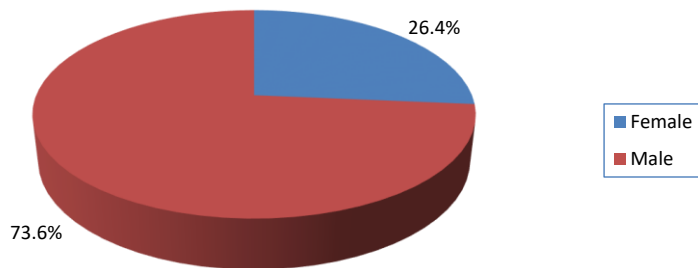
Police - Ethnic Origin



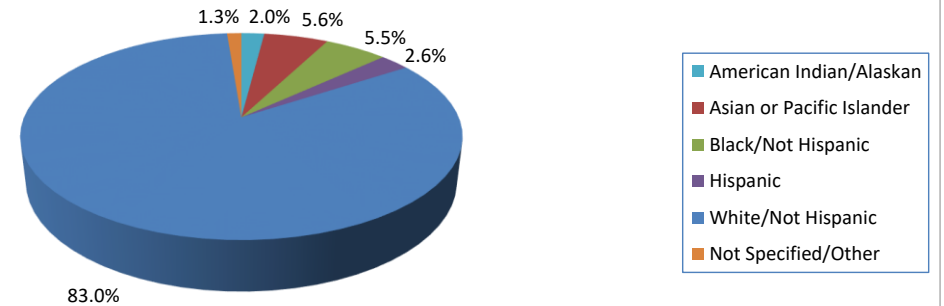
	Female	Male
<b>Power</b>	<b>211</b>	<b>589</b>
Workforce %	26.4%	73.6%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-24.2%	24.2%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>16</b>	<b>45</b>	<b>44</b>	<b>21</b>	<b>664</b>	<b>10</b>	<b>800</b>
2.0%	5.6%	5.5%	2.6%	83.0%	1.3%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
0.5%	-3.7%	-5.2%	-8.7%	22.5%	-5.5%	0.0%

Power - Gender



Power - Ethnic Origin

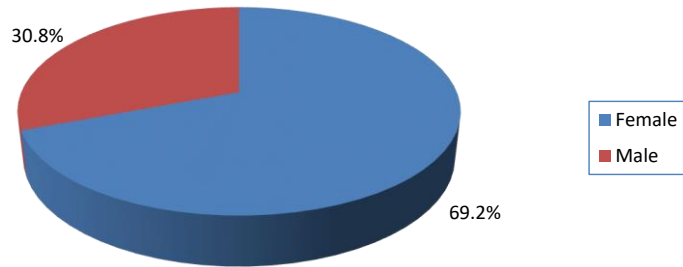


**EEO Quarterly Report - 2nd Quarter 2019**  
**Pie Charts by Department**

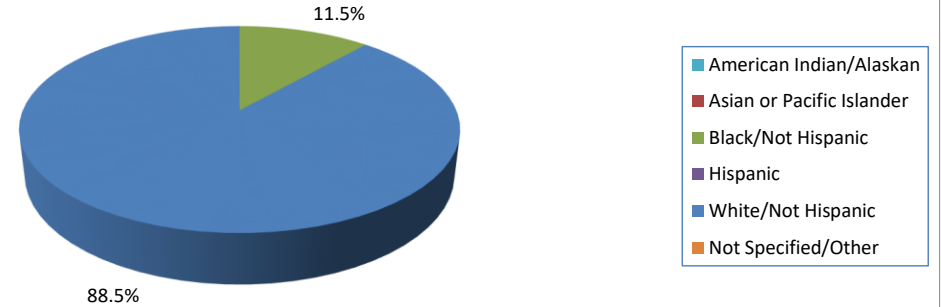
	Female	Male
<b>Public Affairs &amp; Communication</b>	<b>18</b>	<b>8</b>
Workforce %	69.2%	30.8%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	18.6%	-18.6%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
		<b>3</b>		<b>23</b>		<b>26</b>
0.0%	0.0%	11.5%	0.0%	88.5%	0.0%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	-9.3%	0.8%	-11.3%	28.0%	-6.7%	0.0%

**Public Affairs & Communication - Gender**



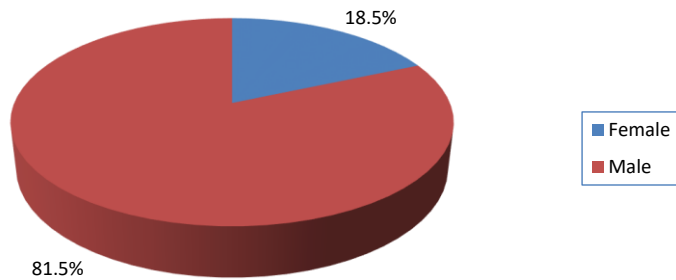
**Public Affairs & Communication - Ethnic Origin**



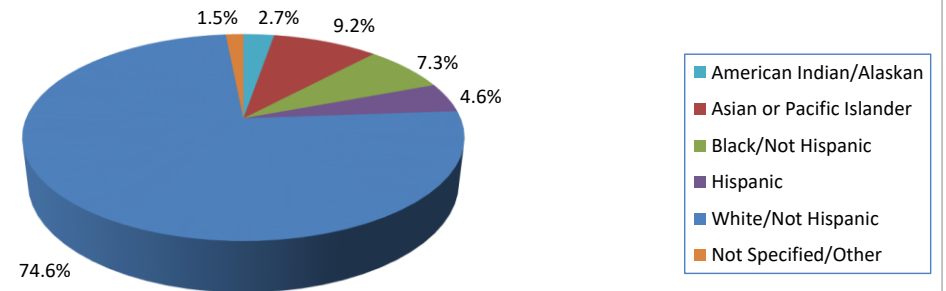
	Female	Male
<b>Public Works</b>	<b>48</b>	<b>212</b>
Workforce %	18.5%	81.5%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-32.1%	32.1%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>7</b>	<b>24</b>	<b>19</b>	<b>12</b>	<b>194</b>	<b>4</b>	<b>260</b>
2.7%	9.2%	7.3%	4.6%	74.6%	1.5%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
1.2%	-0.1%	-3.4%	-6.7%	14.1%	-5.2%	0.0%

**Public Works - Gender**



**Public Works - Ethnic Origin**

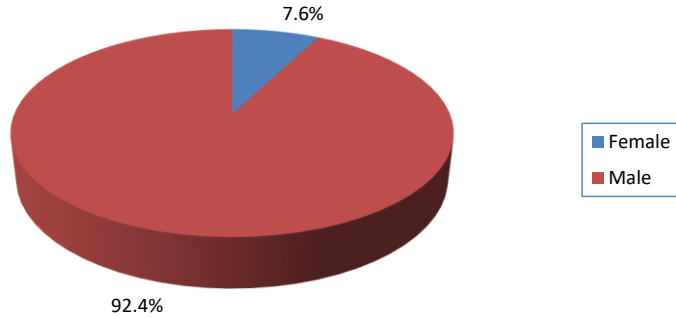


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Pie Charts by Department

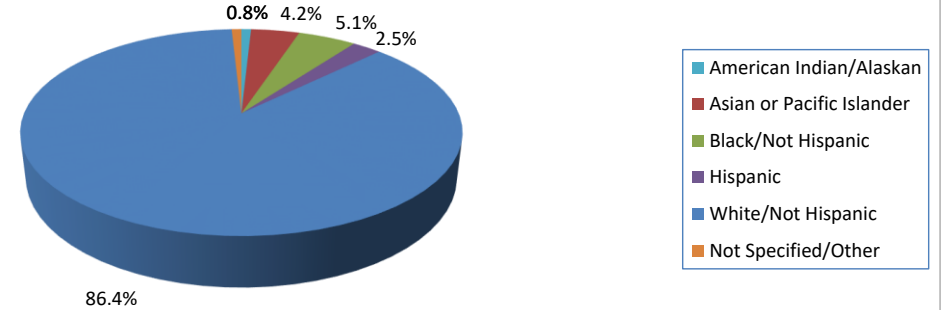
	Female	Male
<b>Rail</b>	<b>9</b>	<b>109</b>
Workforce %	7.6%	92.4%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-43.0%	43.0%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>1</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>102</b>	<b>1</b>	<b>118</b>
0.8%	4.2%	5.1%	2.5%	86.4%	0.8%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-0.7%	-5.1%	-5.6%	-8.8%	25.9%	-5.9%	0.0%

**Rail - Gender**



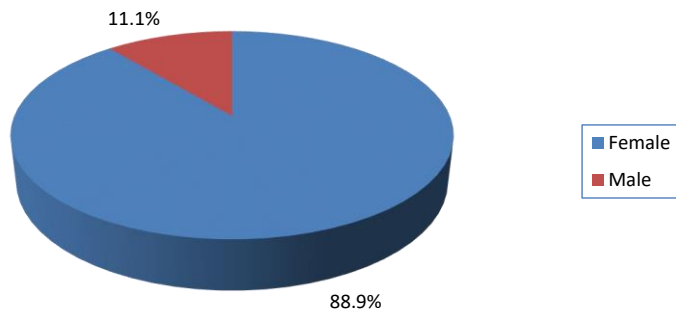
**Rail - Ethnic Origin**



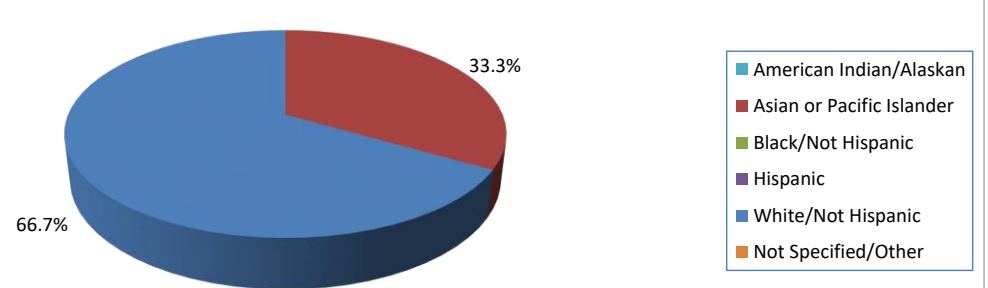
	Female	Male
<b>Retirement</b>	<b>8</b>	<b>1</b>
Workforce %	88.9%	11.1%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	38.3%	-38.3%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
	<b>3</b>			<b>6</b>		<b>9</b>
0.0%	33.3%	0.0%	0.0%	66.7%	0.0%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	24.0%	-10.7%	-11.3%	6.2%	-6.7%	0.0%

**Retirement - Gender**



**Retirement - Ethnic Origin**



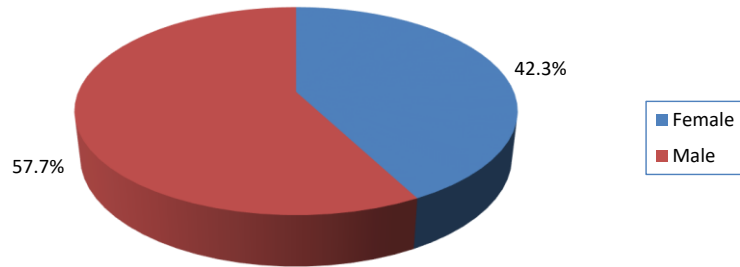


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Pie Charts by Department

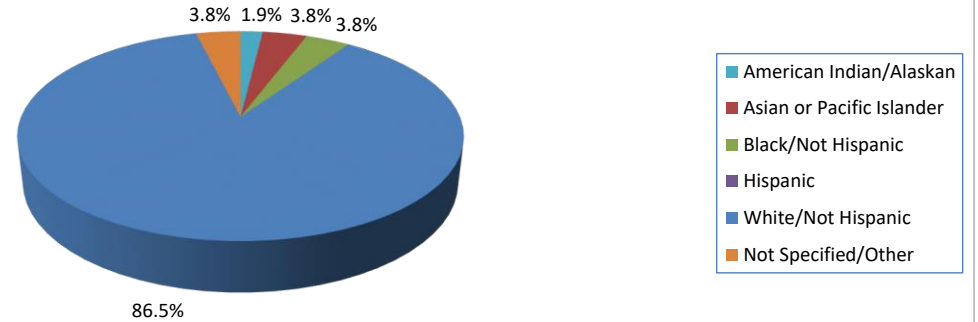
	Female	Male
<b>Safety</b>	<b>3</b>	<b>3</b>
Workforce %	50.0%	50.0%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-0.6%	0.6%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
	<b>2</b>			<b>4</b>		<b>6</b>
0.0%	33.3%	0.0%	0.0%	66.7%	0.0%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	24.0%	-10.7%	-11.3%	6.2%	-6.7%	0.0%

Safety - Gender



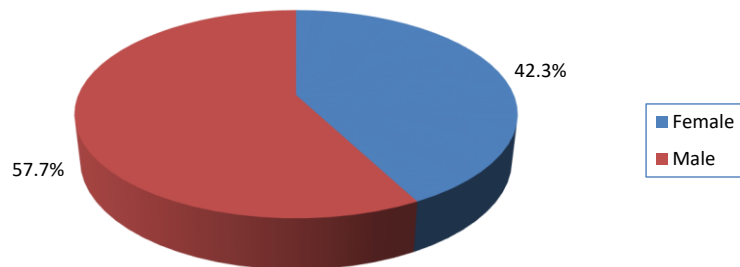
Safety - Ethnic Origin



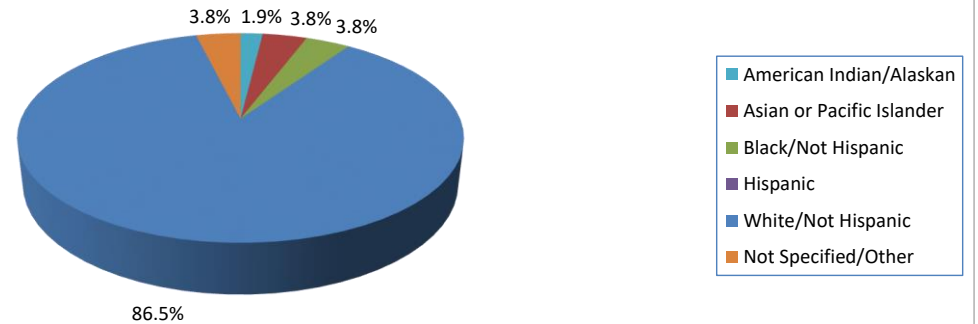
	Female	Male
<b>Tacoma Venues &amp; Events</b>	<b>22</b>	<b>30</b>
Workforce %	42.3%	57.7%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-8.3%	8.3%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>1</b>	<b>2</b>	<b>2</b>		<b>45</b>	<b>2</b>	<b>52</b>
1.9%	3.8%	3.8%	0.0%	86.5%	3.8%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
0.4%	-5.5%	-6.9%	-11.3%	26.0%	-2.9%	0.0%

Tacoma Venues & Events - Gender



Tacoma Venues & Events - Ethnic Origin



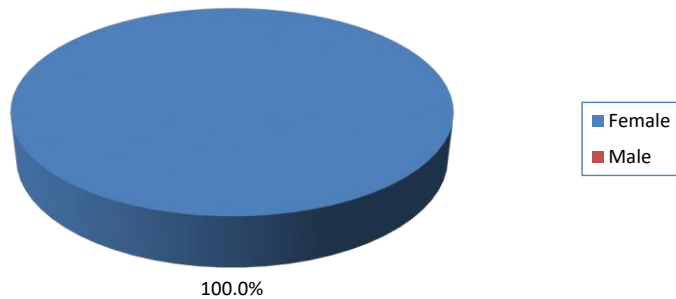
# EEO Quarterly Report - 2nd Quarter 2019

## Pie Charts by Department

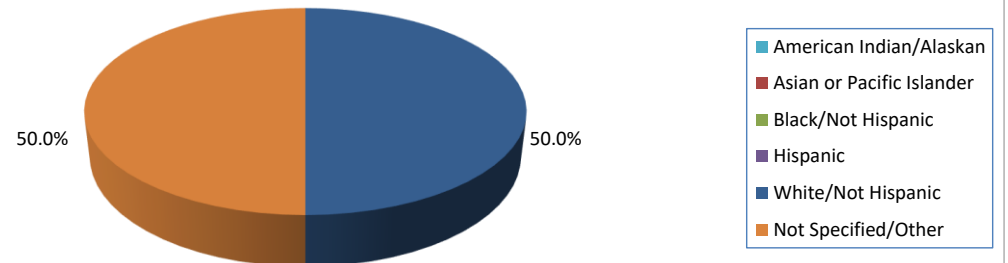
	Female	Male
<b>TPU Director</b>	<b>2</b>	
Workforce %	100.0%	0.0%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	49.4%	-49.4%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
				<b>1</b>	<b>1</b>	<b>2</b>
0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-1.5%	-9.3%	-10.7%	-11.3%	-10.5%	43.3%	0.0%

TPU Director - Gender



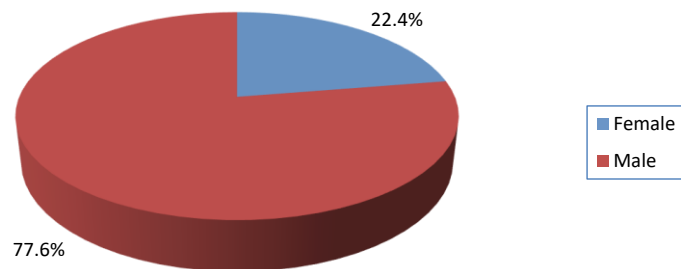
TPU Director - Ethnic Origin



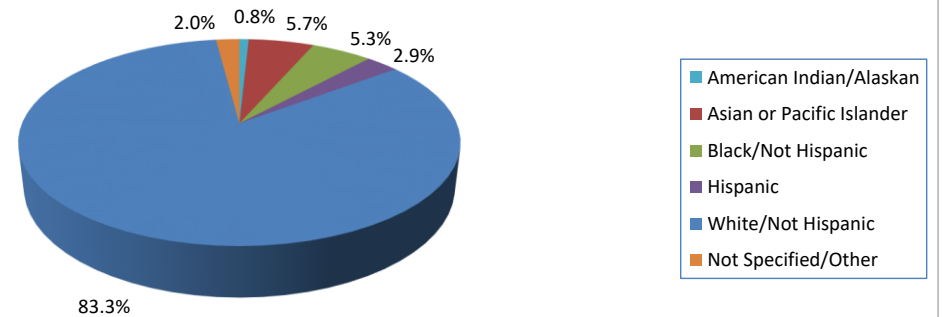
	Female	Male
<b>Water</b>	<b>55</b>	<b>190</b>
Workforce %	22.4%	77.6%
<b>Tacoma Residents (2010 Census)</b>	<b>50.6%</b>	<b>49.4%</b>
% Difference	-28.2%	28.2%

American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>2</b>	<b>14</b>	<b>13</b>	<b>7</b>	<b>204</b>	<b>5</b>	<b>245</b>
0.8%	5.7%	5.3%	2.9%	83.3%	2.0%	100.0%
<b>1.5%</b>	<b>9.3%</b>	<b>10.7%</b>	<b>11.3%</b>	<b>60.5%</b>	<b>6.7%</b>	<b>100.0%</b>
-0.7%	-3.6%	-5.4%	-8.4%	22.8%	-4.7%	0.0%

Water - Gender



Water - Ethnic Origin



**EEO Quarterly Report - 2nd Quarter 2019**  
**Department Hires and Rehires - Separate View**

Department - Race/Ethnic Origin	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic origin	Hispanic	White/Not Hispanic origin	Not Specified/Other	Grand Total
City Attorney						1	1
City Manager			1			2	3
Community & Economic Development			1				1
Customer Service		2			1	9	12
Environmental Services		1	1		3	2	7
Finance					1		1
Fire						1	1
Human Resources		1			2		3
Information Technology					2	4	6
Management Services						1	1
Municipal Court						1	1
Planning & Development Services			1			1	2
Police				1	9	6	16
Power					3	3	6
Public Affairs & Communication			1		1		2
Public Works		1			3	3	7
Rail			1			1	2
Tacoma Venues & Events						2	2
Water					2	2	4
<b>Grand Total</b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>27</b>	<b>39</b>	<b>78</b>

Department - Gender	Female	Male	Grand Total
City Attorney	1		1
City Manager	1	2	3
Community Economic Development	1		1
Customer Service	10	2	12
Environmental Services	6	1	7
Finance		1	1
Fire		1	1
Human Resources	3		3
Information Technology	1	5	6
Management Services	1		1
Municipal Court	1		1
Planning & Development Services	2		2
Police	5	11	16
Power	1	5	6
Public Affairs & Communication	1	1	2
Public Works	1	6	7
Rail		2	2
Tacoma Venues & Events		2	2
Water	1	3	4
<b>Grand Total</b>	<b>36</b>	<b>42</b>	<b>78</b>

Hire Status - Combined View	Gender	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
<b>Appointive</b>	Female			2		1	3	6
	Male			1		5	9	15
<b>From Eligible List</b>	Female		4	2	1	6	15	28
	Male		1	1		11	10	23
<b>Project</b>	Female					2		2
	Male					2	2	4
<b>Grand Total</b>		<b>0</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>27</b>	<b>39</b>	<b>78</b>

**EEO Quarterly Report - 2nd Quarter 2019**  
**Department Separations - Separate View**

Department - Race/Ethnic Origin	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
Community Economic Development		1					1
Customer Service					3		3
Environmental Services		2			4		6
Finance				1	1		2
Fire			1		6		7
Human Resources					1		1
Information Technology		2			4		6
Municipal Court					1		1
Neighborhood & Community Services			1				1
Police		1		1	5		7
Power		1			7	1	9
Public Affairs & Communication					1		1
Public Works		1			4		5
Rail			1		2		3
Tacoma Venues & Events					1		1
Water					3		3
<b>Grand Total</b>	<b>0</b>	<b>8</b>	<b>3</b>	<b>2</b>	<b>43</b>	<b>1</b>	<b>57</b>

Department - Gender	Female	Male	Grand Total
Community Economic Development		1	1
Customer Service	2	1	3
Environmental Services	2	4	6
Finance		2	2
Fire		7	7
Human Resources		1	1
Information Technology	1	5	6
Municipal Court	1		1
Neighborhood & Community Services		1	1
Police	4	3	7
Power	1	8	9
Public Affairs & Communication	1		1
Public Works	2	3	5
Rail		3	3
Tacoma Venues & Events		1	1
Water	1	2	3
<b>Grand Total</b>	<b>15</b>	<b>42</b>	<b>57</b>

Reason for Action - Combined	Gender	American Indian/Alaskan	Asian or Pacific Islander	Black/Not Hispanic	Hispanic	White/Not Hispanic	Not Specified/Other	Grand Total
Dismissal *	Female							0
	Male			1				1
End of Project Appt *	Female					1		1
	Male							0
Other Position	Female							0
	Male			1		5		6
Probation Failure *	Female		1					1
	Male		1	1				2
Relocation/Moving Away	Female					2		2
	Male				1	3		4
Resignation No Reason Given	Female		2			1		3
	Male		2		1	3	1	7
Resignation - Service	Female		1			7		8
	Male		1			20		21
Death	Female							0
	Male					1		1
<b>Grand Total</b>		<b>0</b>	<b>8</b>	<b>3</b>	<b>2</b>	<b>43</b>	<b>1</b>	<b>57</b>

# Our Energy Future Series

## **Integrated Resource Planning 101**

Rachel Clark  
Resource Planning Manager

1

What are IRPs and why do we do them?

2

Tacoma's IRP

3

What's next?

What are IRPs and  
why do we do  
them?

**Section 1**

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The future belongs to those who  
prepare for it today

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**Malcolm X**



## Section 1: What are IRPs and why do we do them?

# What is an Integrated Resource Plan (IRP)?

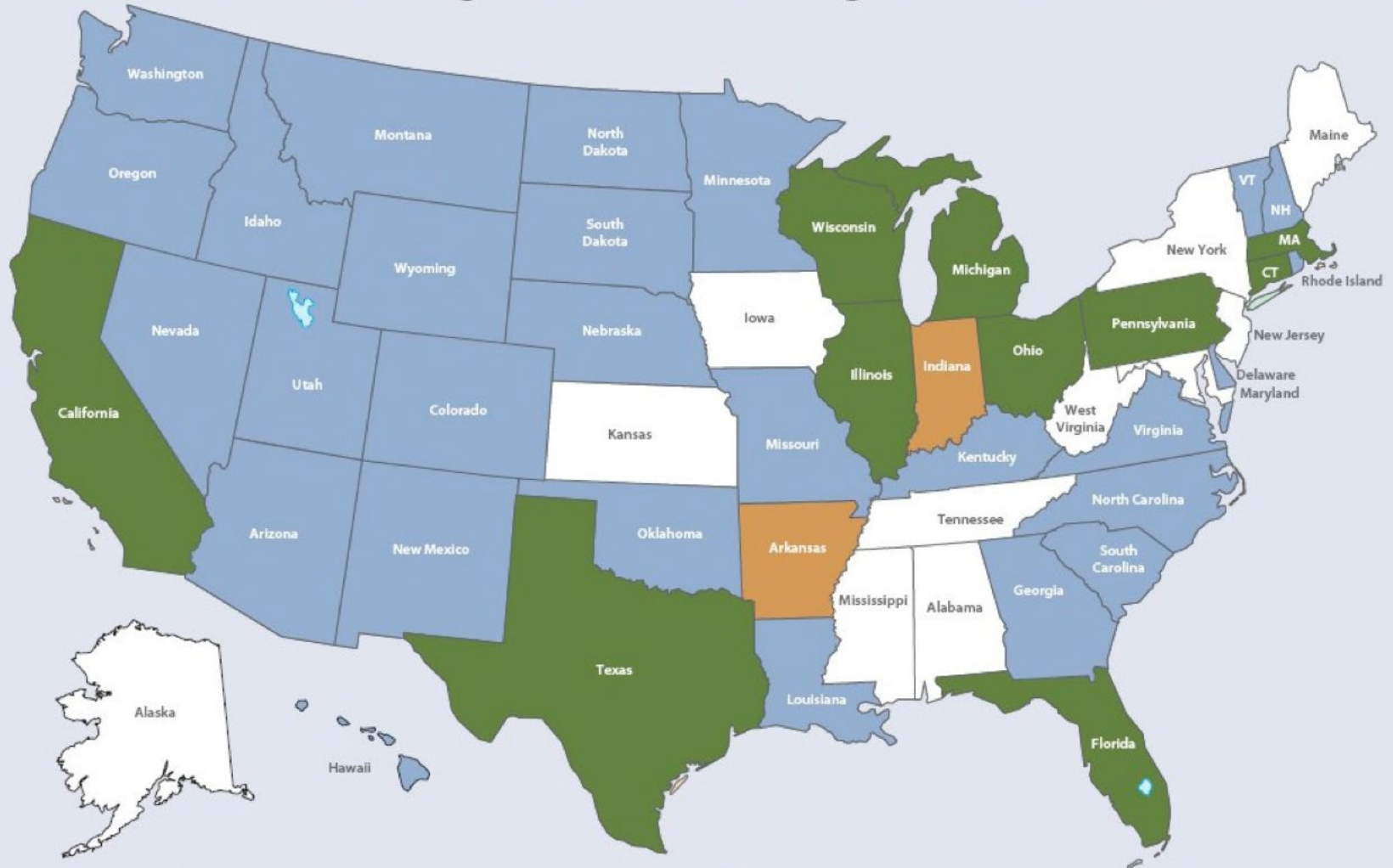
### An integrated resource plan:

- ✓ Is a roadmap for providing reliable and low-cost power in an uncertain future
- ✓ Helps us make sure sufficient resource are available when needed and not before
- ✓ Ensures we meet environmental regulatory requirements cost-effectively
- ✓ Is required by Washington State law (19.280 RCW)
- ✓ Is a plan for meeting clean energy mandates



20-year time horizon

## States with Integrated Resource Planning or Similar Processes

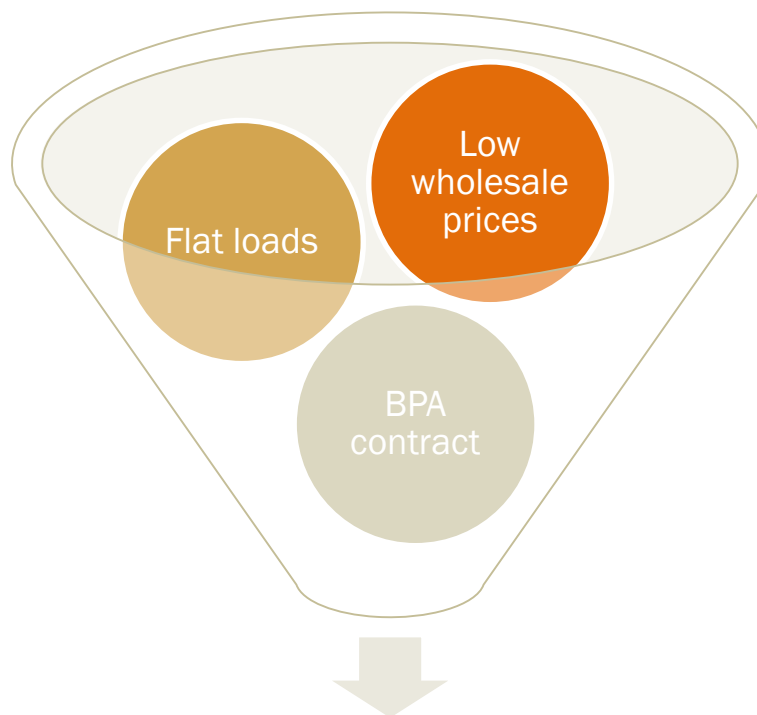


- State has an IRP rule and filing requirement
- State is developing or revising an IRP rule and filing

- State has a filing requirement for long-term plans
- State does not have filing requirements for long-term plans

## Section 1: What are IRPs and why do we do them?

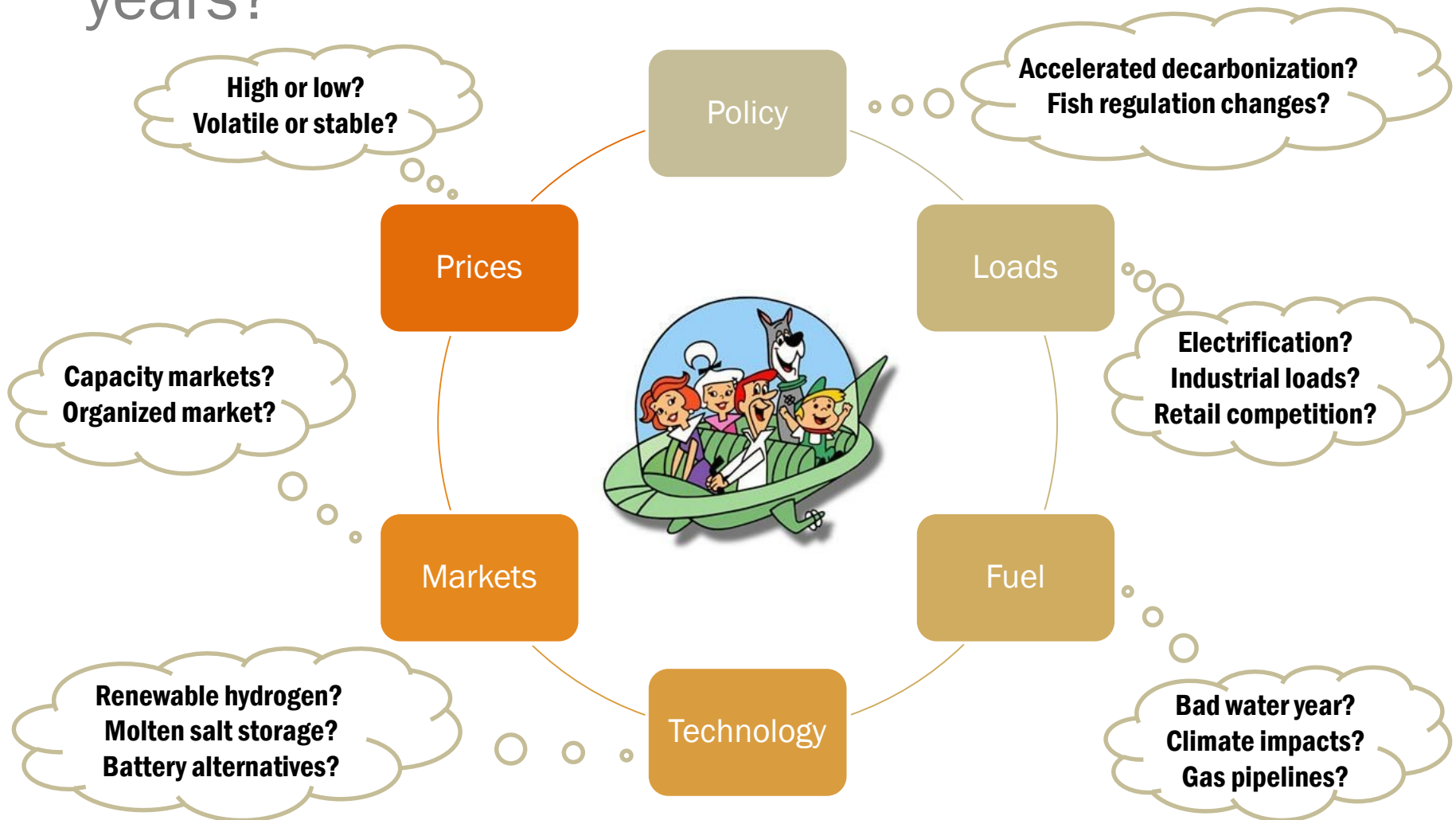
# Our Situation Today



Ample Resources Today

## Section 1: What are IRPs and why do we do them?

# Who knows what will the world look like in 20 years?



---

If you are sure of tomorrow, there  
is no fool greater than you!

---

**Mehmet Murat ildan**

## Section 1: What are IRPs and why do we do them?

# The Future is not what you think: “Woops” (WPPSS)

### Situation Before

- ✓ High growth load forecast
- ✓ Faith in technology

### Surprises

- ✓ Load growth slows
- ✓ Construction delays
- ✓ Cost overruns
- ✓ Anti-nuclear sentiment

### Results

- ✓ Largest municipal bond default in history
- ✓ Customers still pay for power plants that were never built

## Section 1: What are IRPs and why do we do them?

# The Future is not what you think: Energy Crisis

### Situation Before

- ✓ Deregulation
- ✓ Surplus power
- ✓ Low wholesale prices
- ✓ Little new capacity built
- ✓ Faith in “the market”
- ✓ Publics reduced BPA take

### Surprises

- ✓ CA Energy Crisis
- ✓ Prolonged drought
- ✓ Market manipulation

### Results

- ✓ \$1,000+/MWh prices
- ✓ Massive utility debt
- ✓ Tacoma built a diesel generator
- ✓ Industrial customers exposed to market closed shop

## Section 1: What are IRPs and why do we do them?

# The Future is not what you think: Post-Energy Crisis & I-937

### Situation Before

- ✓ I-937 requiring 15% of portfolio be non-hydro renewables
- ✓ Assumptions that REC prices would skyrocket
- ✓ Little analysis of alternative future scenarios

### Surprises

- ✓ Massive wind buildout
- ✓ Technological improvements in wind turbines

### Results

- ✓ REC prices tanked
- ✓ Utilities that bought ahead of need were forced to raise retail rates

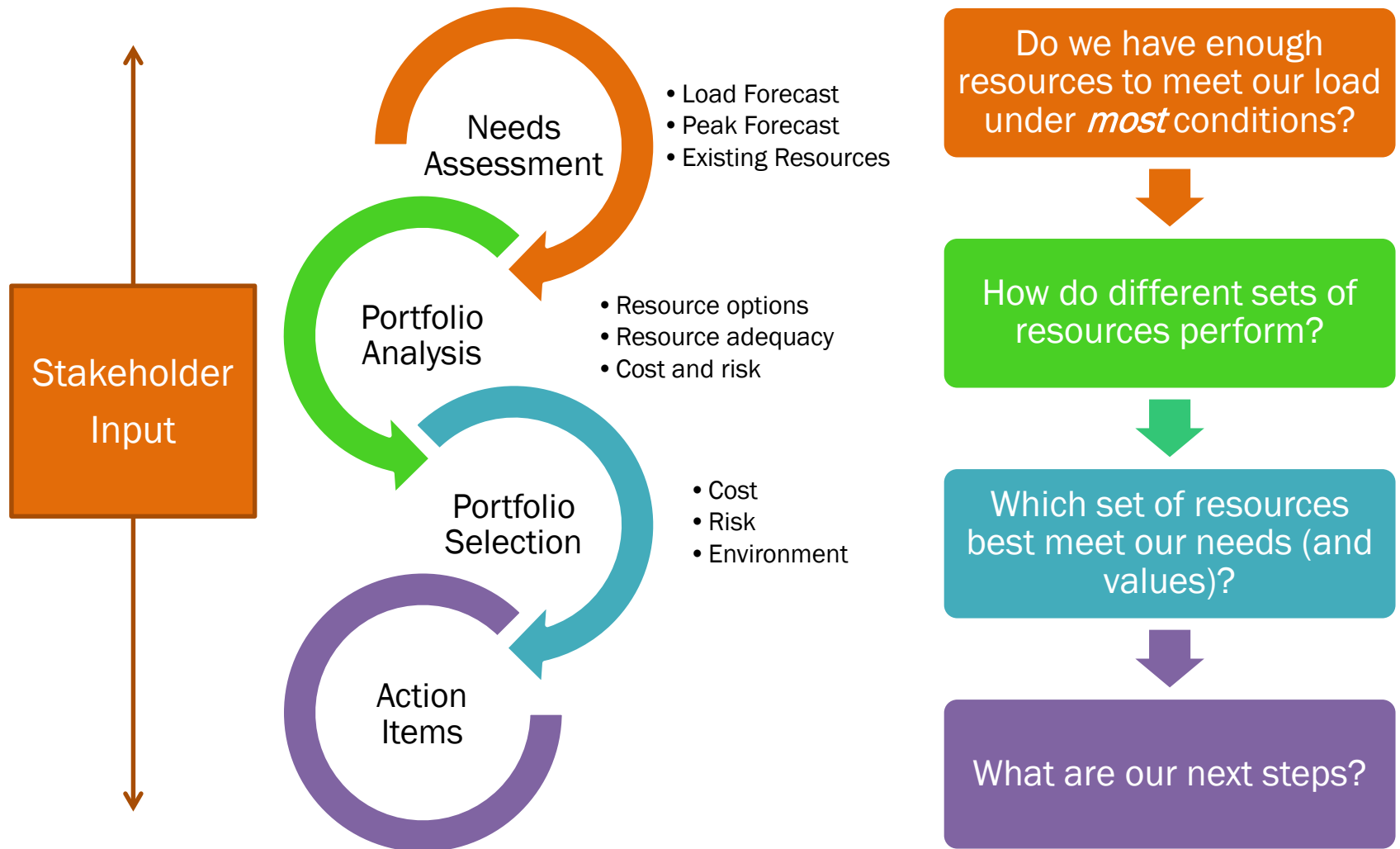


# Tacoma's IRP

## Section 2

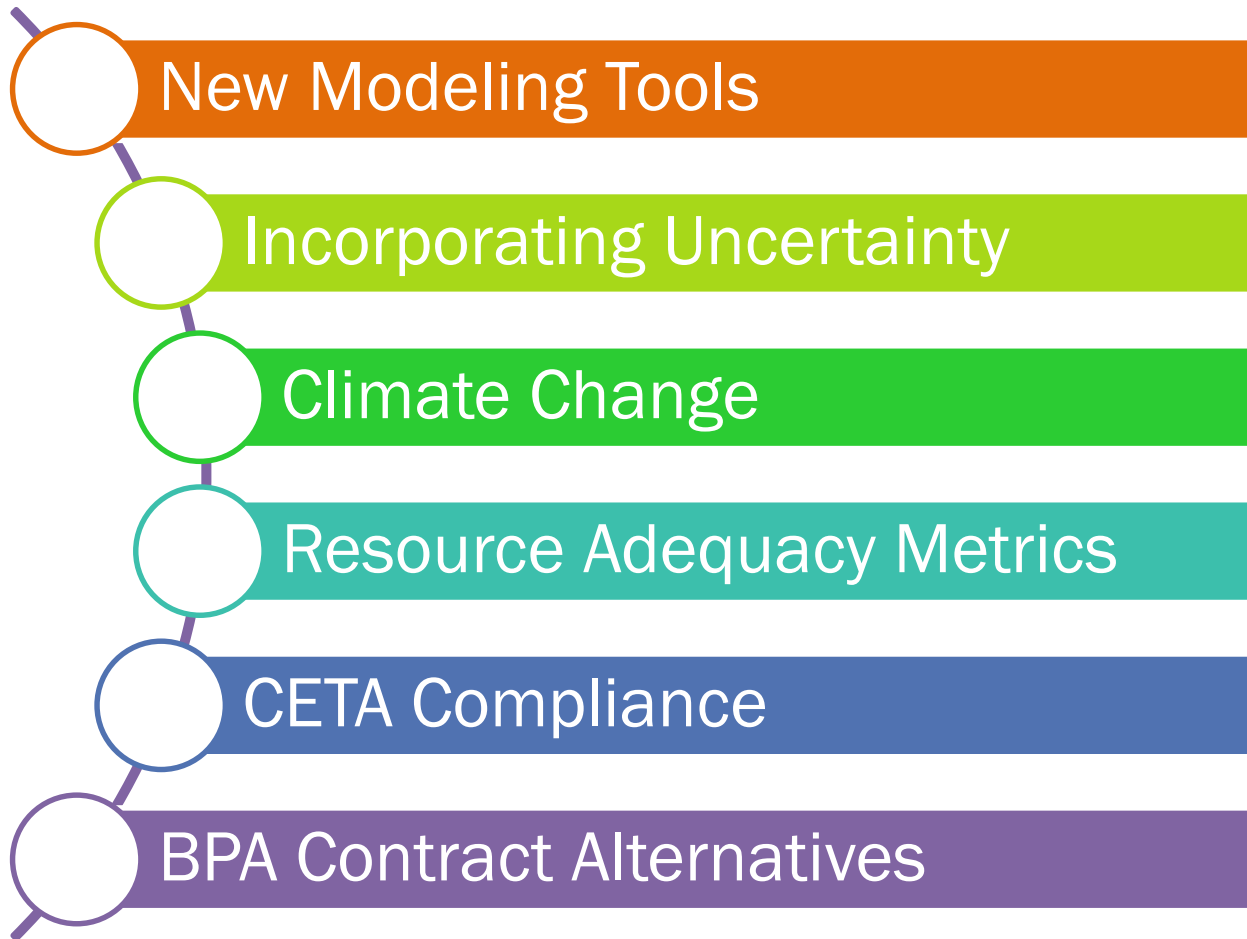
## Section 2: Tacoma's IRP

# IRP Process Overview



## Section 2: Tacoma's IRP

# Major 2020-2022 Focuses



## Section 2: Tacoma's IRP

# 2020-2022 Focus: New Modeling Tools

**OLD MODELING SYSTEM**



**NEW MODELING SYSTEM**



## Key Advantages:

- ✓ Improved visibility
- ✓ Consultation with other utilities
- ✓ More realistic hydro modeling

## Key Challenges:

- ✓ Learning curve
- ✓ Coordination across models

# 2020-2022 Focus: Incorporating Uncertainty



The diagram illustrates the focus for 2020-2022 on incorporating uncertainty. It features two main analysis methods, each represented by a circle connected to a rectangular box. The top method, Probabilistic Simulation, is shown in orange and includes a list of uncertainty factors. The bottom method, Scenario Analysis, is shown in purple and also includes a list of uncertainty factors. The uncertainty factors are organized into two columns, with the top column containing orange boxes and the bottom column containing purple boxes.

## Probabilistic Simulation

- Run model many times with variation around key assumptions

Loads

Market Prices

Weather

Resource Costs

## Scenario Analysis

- Run model with different fundamentals

Policy

Market Structure

Climate Change

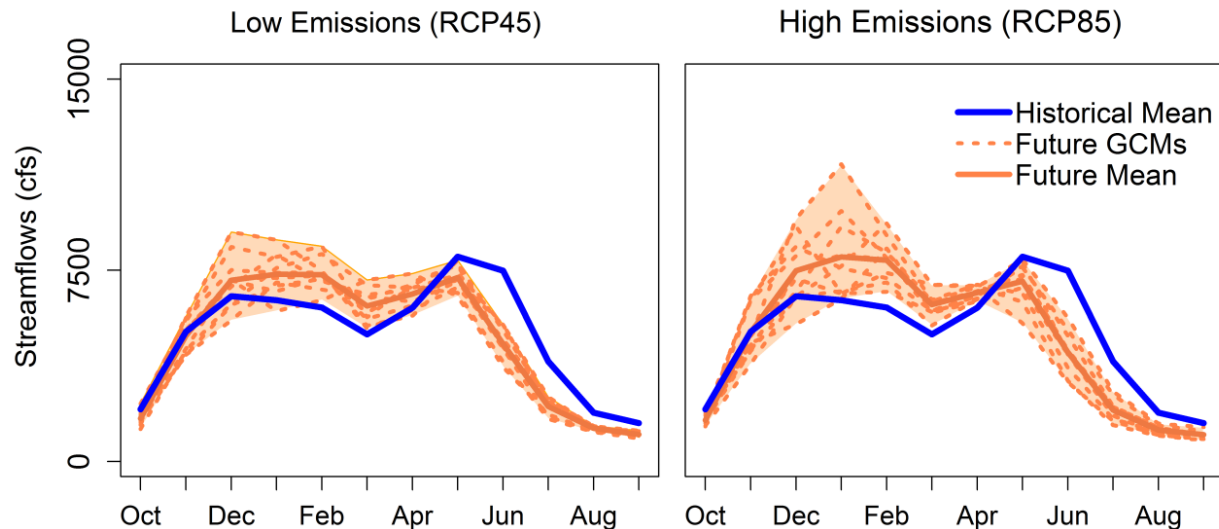
Technology

## Section 2: Tacoma's IRP

# 2020-2022 Focus: Climate Change

## 2015 Climate Change Study Findings (2020-2049)

- ✓ Slightly higher temperatures (+1.8°F to +4.3°F), especially in summer
- ✓ Little change in total inflows
- ✓ More water in winter, less in summer
- ✓ Higher peak flows, lower low flows
- ✓ Impacts on Columbia River system (BPA) less extreme

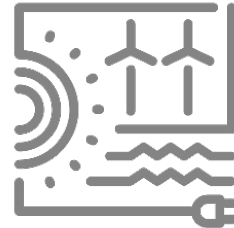


## Section 2: Tacoma's IRP

# 2020-2022 Focus: Resource Adequacy

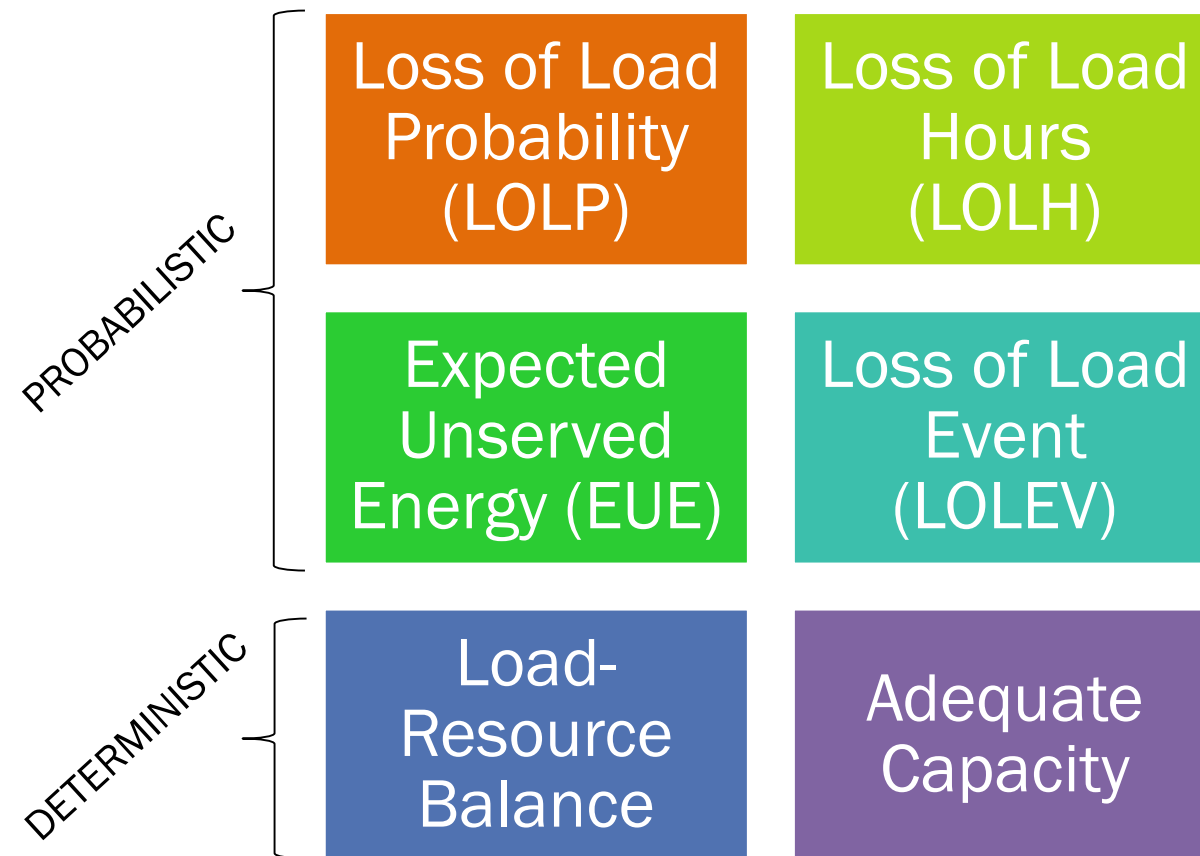
### What is Resource Adequacy?

The ability of the electric system to supply sufficient generating capacity to reliably meet the system's forecasted peak demand.



## Section 2: Tacoma's IRP

# 2020-2022 Focus: Resource Adequacy Metric(s)



### TO DO LIST

- ✓ Which metric is appropriate for Tacoma?
- ✓ Where to set the bar?
- ✓ Consistency with regional partners?



## Section 2: Tacoma's IRP

# 2020 Focus: CETA Compliance

## CETA Compliance

- ✓ **100% of load met by non-emitting resources or alternative compliance 2030-2044 (up to 80% from alternative compliance)**
- ✓ 100% of load met by non-emitting resources by 2045
- ✓ Or 2% annual rate increase limit
- ✓ **10-year Clean Energy Action Plan by 2020**
- ✓ 4-year Clean Energy Implementation Plan by 2022
- ✓ Many details TBD in rulemaking

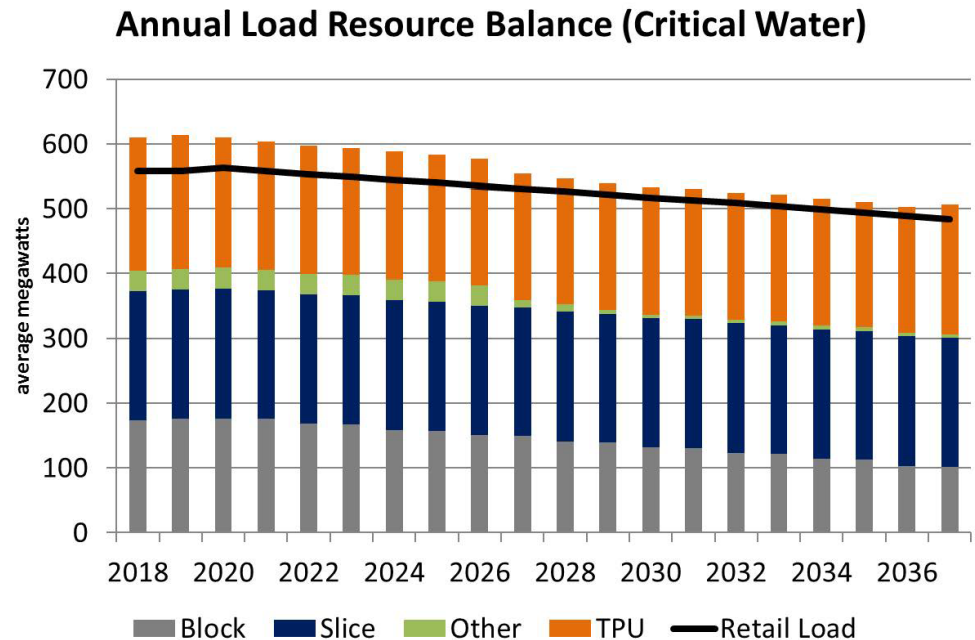


**Initial analyses suggest  
current portfolio will comply  
With 2030-2044 mandate**

## Section 2: Tacoma's IRP

# 2017 Key Findings

1. Sufficient resources to meet load over next 20 years
2. Conservation is the only resource needed
3. State renewable mandates to be fulfilled through purchase of Renewable Energy Credits (RECs)



## Section 2: Tacoma's IRP

# 2017 IRP Action Plan

## 2017 Action Plan

Acquire 6.4 aMW of conservation in 2017-2019 biennium

Investigate future value of capacity

Explore expansion of IRP to include DER planning

Investigate resource planning tools and analysis methodologies

## 2017-2019 Actions

Acquired 8.4 aMW of conservation to date

Explored methodologies for valuing capacity in absence of capacity market

EV Study to understand charging patterns, DR potential study; downtown network study

Currently updating modeling tools and exploring new approaches to address uncertainty

# What's next?

**Section 3**

## Section 3: What's next?

# General Schedule

			2019												2020											
	Task Name	Anitcipated Completion	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12					
MODELING & ANALYSIS	Finalize modeling plan & tools	27-Sep-19																								
	Draft Base Case results	22-Nov-19						CM																		
	Final scenarios & resources selected to evaluate	21-Feb-19																								
	Preliminary portfolio analysis results	10-Mar-20																								
	Final portfolio analysis results	11-May-20																								
	Draft IRP document ready for internal review	22-May-20																								
	Final Draft IRP	1-Jul-20																								
	IRP Approved by PUB	15-Jul-20																								
	IRP Submitted	29-Jul-20																								
	IRP Published	14-Aug-20																								
INPUT	PUB Study Sessions (9 to 10 total)	Various																								
	Public Input Meetings (6 to 7 total)	Various																								
	Neighborhood Council Meetings	31-Dec-20																								

CM= Critical Milestone

### Section 3: What's next?

## Anticipated Study Session Schedule

		Study Session Date
1	Resource Planning 101	August 28 (today)
2	Resource Adequacy	September 11
3	Our Current Portfolio	October 9
4	Resource Options	October 23
5	Small Nuclear Reactors	November 13
6	Energy Storage	December 4
7	Load Management	TBD (2020)
8	Load forecast, Current Position & Metrics	TBD (2020)
9	Scenarios & Resources Considered	TBD (2020)
10	Analysis Results & Portfolio Recommendation	TBD (2020)