



## RESOLUTION NO. U-11577

1 A RESOLUTION adopting Public Utility Board Guiding Principle for Employees  
2 and Culture and retiring Guiding Principle One on Diversity, Equity,  
3 Inclusion, and Belonging and Guiding Principle Twelve on Employee  
4 Relations.

5 WHEREAS in 2025, the Public Utility Board initiated a review of its Guiding  
6 Principles (GPs), and

7 WHEREAS Board Members were assigned to work with Subject Matter  
8 Experts (SMEs) to focus, update, and consolidate the existing GPs (which were  
9 created in 2018 and 2019) to reflect current culture, strategy, and Board priorities,  
10 and

11 WHEREAS these discussions were also held with the full Board in public  
12 study sessions, and

13 WHEREAS the Employees and Culture GP captures Tacoma Public  
14 Utilities commitment to create and maintain a safe, respectful, and supportive  
15 environment that fosters engagement, appreciation, and a sense of belonging,  
16 and

17 WHEREAS outcomes address Workforce and Culture, Communication  
18 and Recognition; Career Development; and Recruitment and Hiring, and

19 WHEREAS these commitments were previously contained in the  
20 individual GPs for Diversity, Equity, Inclusion and Belonging (GP1, originally  
21 adopted via Resolution U-11410); and Employee Relations (GP-12, originally  
22 adopted via Resolution U-11196), which are requested to be retired; Now,  
23 Therefore,



BE IT RESOLVED BY THE PUBLIC UTILITY BOARD OF THE CITY OF TACOMA:

1        1. That the Public Utility Board Guiding Principle for Employees and  
2        Cultures, in the form as on file with the Clerk, is adopted and approved.  
3  
4        2. That Public Utility Board Guiding Principles One and Twelve on  
5        Diversity, Equity, Inclusion, and Belonging and Employee Relations are no  
6        longer necessary and hereby retired.

7        Approved as to form:

8        /s/  
9        Chief Deputy City Attorney

10        Charleen Jacobs  
11        Clerk

Elle Clark  
Chair, acting  
Christie Gallagher

Secretary

Adopted 1-14-26



## PUBLIC UTILITY BOARD GUIDING PRINCIPLE

Title: **Employee & Culture**

Date of Adoption: **January 14, 2026**

Resolution No.: **U-11577**

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 & Culture**

- Employee demographics reflect the communities TPU serves.
- TPU will actively foster a healthy workplace culture centered on belonging, physical safety, psychological safety, and mutual respect.

### **2. Communication & Recognition**

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

### **3. Career Development**

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

### **4. Recruitment & Hiring**

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

## Measurement

### **1. Workforce Demographics**

- EEO v. Pierce County census.** Monitor the EEO demographics provided by Human Resources, compare against the most recent published census data of Pierce County
- Diversity of Qualified Candidates Pools.** Demographic breakdown of qualified candidates for identified positions
- Turnover.** Review areas with high unfavorable turnover % to better understand cause

### **2. Culture & Safety**

- ESAT Indices.** Safety, psychological safety and belonging questions
- Completion of Trainings.** (e.g., equity, culture, safety related)
- Physical Safety Indices.**

### **3. Communication & Recognition**

- ESAT Indices.** Communication, recognition, and feedback questions
- Feedback Loop.** Track trainings and opportunities that help employees give and receive feedback

### **4. Career Development**

- Development Conversations.** Track development-focused conversations
- ESAT Question.** 'I have the opportunity to learn and grow'

### **5. Recruitment and Hiring**

- Time-to-Fill.** Measure average time to fill vacant positions
- Hiring Survey.** Assess experiences with the hiring process among managers and HR Liaisons