



## RESOLUTION NO. U-11598

1 A RESOLUTION relating to the Department of Public Utilities; authorizing the  
2 Clerk of the Board to make non-substantive language updates the  
3 Board-Director Linkage policies without additional Board action, provided  
4 all such changes are reviewed by the Board Chair prior to  
5 implementation.

6 WHEREAS in response to changes in the utility industry, and to ensure  
7 that Tacoma Public Utilities ("TPU") continues to meet the Tacoma Public Utility  
8 Board's goals of delivering affordable, reliable, and environmentally sensitive  
9 services, the Board developed policies concerning Government Processes,  
10 Board-Director Linkage, and Strategic Directives, and

11 WHEREAS the Board-Director Linkage ("BL") policies clarify how the  
12 Board expects the Director of Utilities to carry out the work of TPU, and

13 WHEREAS all references in the updated Board-Director Linkage to  
14 Strategic Directives have previously been changed to Guiding Principles in  
15 accordance with Resolution U-11401, and

16 WHEREAS periodically, other non-substantive language updates to the  
17 Board-Director Linkage policies are necessary or convenient to keep such  
18 policies up to date, and

19 WHEREAS this resolution authorizes the Clerk of the Board to make  
20 other non-substantive language updates to the Board-Director Linkages without  
21 additional Board action, provided all such changes are reviewed with Board  
22 Chair prior to implementation, and

23 WHEREAS the Board and Director have determined that authorizing the  
24 Clerk of the Board to make non-substantive language updates to the Board-



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Director Linkage policies without additional Board action is in the best interests of Tacoma Public Utilities and the ratepayers; Now, Therefore,

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

That the Clerk of the Board is authorized to make non-substantive language updates to the Public Utility Board's Board-Director Linkage policies without additional Board action, provided that all such edits are reviewed with the Board Chair prior to implementation .

Approved as to form:

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Chair

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Chief Deputy City Attorney

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Secretary

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Clerk

Adopted \_\_\_\_\_



## Board Action Memorandum

**TO:** Public Utility Board  
**COPY:** Engel Lee, Chief Deputy City Attorney  
**FROM:** Jackie Flowers, Director of Utilities  
**MEETING DATE:** April 22, 2026  
**DATE:** April 9, 2026

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**GUIDING PRINCIPLE ALIGNMENT (select as many that apply):**

Please indicate which of the Public Utility Board's Guiding Principle(s) is supported by this action.

- Customer and Community
- Resource Sustainability and Stewardship
- Employees and Culture

**SUMMARY:** A resolution authorizing the Clerk of the Board to make non-substantive language updates to Board-Director Linkage policies without additional Board action, provided all such changes are reviewed by the Board Chair prior to implementation.

**BACKGROUND:** The Board-Director Linkages clarify how the Board expects the Director of Utilities to carry out the work of TPU and were adopted on January 8, 2020 via Resolution U-11132. All references in the updated Board-Director Linkages to Strategic Directives have previously been changed to Guiding Principles in accordance with Resolution U-11401. However, other non-substantive language in the Board-Director Linkages needs updating from time to time. This resolution authorizes the Clerk of the Board to make these types of non-substantive language changes, subject to review with the Board Chair prior to implementation

**ARE THE EXPENDITURES AND REVENUES PLANNED AND BUDGETED?** No

**ATTACHMENTS:** Delegation of Authority List; Original Resolution U-11132; Original BL Board Action Memo; Resolution U-11401

**CONTACT:**

Primary Contact: Jackie Flowers, Director of Utilities



## RESOLUTION NO. U-11132

1 A RESOLUTION adopting Public Utility Board's Board-Director Linkage  
2 policies.

3 WHEREAS in response to changes in the utility industry, and to ensure  
4 that Tacoma Public Utilities (TPU) continues to meet the Tacoma Public Utility  
5 Board's goals of delivering affordable, reliable, and environmentally sensitive  
6 services, the Board is developing policies concerning Government Processes,  
7 Board-Director Linkage, and Strategic Directives, and  
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9 WHEREAS the Board-Director Linkage ("BL") policies clarify how the  
10 Board expects the Director of Utilities to carry out the work of TPU, and

11 WHEREAS BL1 outlines expectations of the Board, such as monitoring  
12 and measuring the results of the Strategic Directives, and ensuring that  
13 decisions are in alignment with the City Charter, City Code, Board policies, and  
14 applicable law, and  
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16 WHEREAS in addition, BL 1 also outlines expectations of the Director  
17 such as: communicating regularly and effectively with the Board on the  
18 business of TPU; managing the implementation of systems and policies that  
19 enable TPU to conduct its activities both lawfully and ethically; leading the  
20 implementation of TPU's vision, mission, and strategy; managing all operations  
21 and business affairs of TPU with a primary focus on leadership of the TPU  
22 executive management team to implement TPU strategic directives; and  
23 preparing and submitting the TPU operating divisions strategic plans to the  
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Board for review and approval to ensure all TPU expenditures are within the authorized biennial budget, and

WHEREAS BL 2 clarifies that the Board directs the Director of Utilities through written policies that define the results that the organization is to achieve, and that are consistent with the delegations of authority that the Board has previously made to the Director, and

WHEREAS BL 2 also clarifies that the Director's actions shall be consistent with the delegations of the Board, and that the Director's Office will develop and maintain an up-to-date list of delegations that have been made by the Board to the Director, and that the Board will review the Board delegations that have been made to the Director as necessary, and

WHEREAS these policies were developed at regularly-scheduled Board study sessions and/or properly-noticed public meetings and all future Board reviews and amendments will be handled similarly, and

WHEREAS the Board has committed to monitor and ensure compliance with Board policies. This oversight provides an opportunity for the Board and staff to clarify, revise and develop new policies when necessary as TPU navigates changes in the utility industry, and

WHEREAS the Board and Director have determined that adopting the Public Utility Board's Board-Director Linkage policies is in the best interests of Tacoma Public Utilities and the ratepayers; Now, Therefore,



1 Board for review and approval to ensure all TPU expenditures are within the  
2 authorized biennial budget, and

3 WHEREAS BL 2 clarifies that the Board directs the Director of Utilities  
4 through written policies that define the results that the organization is to  
5 achieve, and that are consistent with the delegations of authority that the Board  
6 has previously made to the Director, and

7 WHEREAS BL 2 also clarifies that the Director's actions shall be  
8 consistent with the delegations of the Board, and that the Director's Office will  
9 develop and maintain an up-to-date list of delegations that have been made by  
10 the Board to the Director, and that the Board will review the Board delegations  
11 that have been made to the Director as necessary, and

12 WHEREAS these policies were developed at regularly-scheduled Board  
13 study sessions and/or properly-noticed public meetings and all future Board  
14 reviews and amendments will be handled similarly, and

15 WHEREAS the Board has committed to monitor and ensure compliance  
16 with Board policies. This oversight provides an opportunity for the Board and  
17 staff to clarify, revise and develop new policies when necessary as TPU  
18 navigates changes in the utility industry, and

19 WHEREAS the Board and Director have determined that adopting the  
20 Public Utility Board's Board-Director Linkage policies is in the best interests of  
21 Tacoma Public Utilities and the ratepayers; Now, Therefore,

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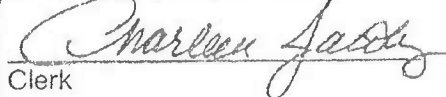
BE IT RESOLVED BY THE PUBLIC UTILITY BOARD OF THE CITY OF TACOMA:

That Public Utility Board's Board-Director Linkage policies, in the form as on file with the Clerk, are adopted and approved.

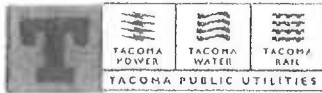
Approved as to form:

  
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Chief Deputy City Attorney

  
  
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Secretary

  
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Clerk

Adopted 1-8-2020



## Board Action Memorandum

**TO:** Jackie Flowers, Director of Utilities  
**FROM:** Tom Morrill, Chief Deputy City Attorney  
Charleen Jacobs, Executive Assistant and Clerk of the Board  
**MEETING DATE:** January 8, 2020  
**DATE:** December 17, 2019

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**SUMMARY:** A resolution adopting Public Utility Board's Board-Director Linkage (BL) policies

**BACKGROUND:** It is a time of monumental change in the utility industry. Utilities must embrace innovation and move quickly to find new and better ways to deliver affordable, reliable, and environmentally sensitive services to their customers. With this in mind, the Tacoma Public Utility Board launched a process to develop policies concerning Government Processes, Board-Director Linkage, and Strategic Directives.

The BL policies clarify how the Board expects the Director of Utilities to carry out the work of TPU. BL.1 outlines expectations of the Board, such as monitoring and measuring the results of the Strategic Directives, and ensuring decisions are in alignment with the City Charter, City Code, Board policies, and law. BL.1 also outlines expectations of the Director, such as communicating regularly and effectively with the Board on the business of TPU, managing the implementation of systems and polices that enable TPU to conduct its activities both lawfully and ethically, leading the implementation of TPU's vision, mission, and strategy, manage all operations and business affairs of TPU with a primary focus on leadership of the TPU executive management team to implement TPU strategic directives, and preparing and submitting the TPU operating divisions strategic plans to the Board for review and approval to ensure all TPU expenditures are within the authorized biennial budget. BL.2 clarifies that the Board directs the Director of Utilities through written policies that define the results that the organization is to achieve and which are consistent with the delegation of authority that the Board has previously made to the Director. In addition, the Director's actions shall be consistent with delegations of the Board. The Director's office develops and maintains an up to date list of delegations that have been made by the Board to the Director and the Board will review the Board delegations that have been made to the Director as necessary.

These policies were developed at regularly scheduled Board study sessions and all future reviews and amendments to the Public Utility Board policies will be in handled similarly

The Public Utility Board has committed to monitor and ensure compliance with Board policies. This oversight provides an opportunity for the Board and staff to clarify, revise and develop new policy when necessary as TPU navigates changes in the utility industry.

<b>Date</b>	<b>Resolution</b>	<b>PUB Delegated Authority to Director of Utilities</b>
7-21-54	U-143	Authorizing the Director to execute acceptance of easements and quit claim deeds.
3-14-62	U-1663	Authorizing the Director to execute acceptance of the terms and conditions of various limited property rights granted to TPU such as licenses, permits and easements.
12-16-09	U-10349	Authorizing the Director to enter into and approve transactions for the purchase and sale of wholesale electric power and energy-related products and services.
2-27-13	U-10603	Authorizing the Director to approve the purchase of real property required for Tacoma Public Utility operations up to \$200,000 that do not result in a system expansion or an addition or betterment.
2-27-13	U-10604	Authorizing the Director of Utilities to adopt a policy describing acceptable secondary uses of TPU property and to approve permits for the use of Tacoma Public Utility real property pursuant to the policy.
7-9-14	U-10701	Authorizing the Director of Utilities and the Superintendents the authority to issues certifications and acknowledgments to underwriters and placement agents for Bond transactions that TPU is relying upon the advice of its own Municipal Advisor that is separate from the underwriters or placement agents and that TPU's Municipal Advisor does not employ anyone who has worked for the underwriter or placement agent during the past two years.
5-20-15	U-10777	Providing policy guidance and authorizing the Director to approve fee schedules for land use permits for utility-owned real property.
3-13-19	U-11068	Authorizing the Director to revise and update Tacoma Power's Energy Risk Management Policy.
7-22-20	U-11180	Authorizing the Director to update Appendix A of the Utility Privacy Policy to provide Utility Customers with an up-to-date picture of utility uses of customer data.
10-28-20	U-11203	Authorizing Director in collaboration with Environmental Services Director to make eligibility percentage adjustments based on current economic conditions as necessary in conjunction with the biennium budget.

12-9-20	U-11229	Authorizing the Director or Director's designee to make changes to the Water Service Line Grant & Loan program as necessary to administer and maintain the Program.
2-9-22	U-11306	Authorizing the Director to approve future increases in an energy conservation agreement with Sherlocked Development LLC for the installation of LEDs not to exceed \$200,000.



## Board Action Memorandum

**TO:** Jackie Flowers, Director of Utilities  
**FROM:** Tom Morrill, Chief Deputy City Attorney  
Charleen Jacobs, Executive Assistant and Clerk of the Board  
**MEETING DATE:** January 8, 2020  
**DATE:** December 17, 2019

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The BL policies clarify how the Board expects the Director of Utilities to carry out the work of TPU. BL1 outlines expectations of the Board, such as monitoring and measuring the results of the Strategic Directives, and ensuring decisions are in alignment with the City Charter, City Code, Board policies, and law. BL1 also outlines expectations of the Director, such as communicating regularly and effectively with the Board on the business of TPU, managing the implementation of systems and policies that enable TPU to conduct its activities both lawfully and ethically, leading the implementation of TPU's vision, mission, and strategy, manage all operations and business affairs of TPU with a primary focus on leadership of the TPU executive management team to implement TPU strategic directives, and preparing and submitting the TPU operating divisions strategic plans to the Board for review and approval to ensure all TPU expenditures are within the authorized biennial budget. BL2 clarifies that the Board directs the Director of Utilities through written policies that define the results that the organization is to achieve and which are consistent with the delegation of authority that the Board has previously made to the Director. In addition, the Director's actions shall be consistent with delegations of the Board. The Director's office develops and maintains an up to date list of delegations that have been made by the Board to the Director and the Board will review the Board delegations that have been made to the Director as necessary.

These policies were developed at regularly scheduled Board study sessions and all future reviews and amendments to the Public Utility Board policies will be in handled similarly.

The Public Utility Board has committed to monitor and ensure compliance with Board policies. This oversight provides an opportunity for the Board and staff to clarify, revise and develop new policy when necessary as TPU navigates changes in the utility industry.



## Board Action Memorandum

**ARE THE EXPENDITURES AND REVENUES PLANNED AND BUDGETED? N/A**

**IF THE ACTION REQUESTED IS APPROVAL OF A CONTRACT, INCLUDE LANGUAGE IN RESOLUTION AUTHORIZING \$200,000 INCREASE IN ADMINISTRATIVE AUTHORITY TO DIRECTOR? N/A**

**ATTACHMENTS:** Board-Director Relationship (BL1); Delegations to the Director of Utilities (BL2)

**CONTACT:** Jackie Flowers, Director of Utilities



## RESOLUTION NO. U-11401

1 A RESOLUTION adopting a name change for Public Utility Board Strategic  
2 Directives 1 through 14; redesignating the name of such documents to  
3 Guiding Principles 1 through 14, including changing any reference to a  
4 Strategic Directive to Guiding Principle moving forward.

5 WHEREAS via multiple resolutions, the Public Utility Board (the "Board")  
6 has adopted fourteen policy documents designated "Strategic Directives" that  
7 are also known as SD – 1 through SD – 14, and

8 WHEREAS to communicate the intent and nature of these policy  
9 documents more clearly, on August 23, 2023, the Board approved Motion  
10 23-06, authorizing the redesignation of the "Strategic Directives" to the term  
11 "Guiding Principle(s)," with each respective "Strategic Directive" to be thereafter  
12 referred to as a "Guiding Principle," and

13 WHEREAS the Board and Director have determined that redesignating  
14 the "Strategic Directive(s)", including the terms SD - 1 through SD - 14, to  
15 "Guiding Principle(s)", together with corresponding references to GP- 1 through  
16 GP – 14 respectively, is in the best interests of Tacoma Public Utilities and the  
17 ratepayers; Now, Therefore,

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

19 That the Strategic Directives, also known as SD - 1 through SD – 14, in  
20 the forms as on file with the Clerk, shall hereafter be referred to as Guiding  
21 Principles and may be referred to as GP - 1 through GP – 14, and any  
22 reference to the former term "Strategic Directive" or "SD" shall be deemed a  
23 reference to the term "Guiding Principle" or  
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1 "GP" from this date forward. The changes as specifically set forth in the table  
 2 below are hereby adopted and approved.

Former	New
Strategic Directive 1; Equity and Inclusion Adopted 8/28/19 via Resolution U-11099	Guiding Principle (GP) 1
Strategic Directive 2; Financial Sustainability Adopted 8/28/19 via Resolution U-11099	Guiding Principle (GP) 2
Strategic Directive 3; Rates Adopted 8/28/19 via Resolution U-11099	Guiding Principle (GP) 3
Strategic Directive 4; Stakeholder Engagement Adopted 8/28/19 via Resolution U-11099	Guiding Principle (GP) 4
Strategic Directive Five; Environmental Leadership Adopted 1/8/20 via Resolution U-11131	Guiding Principle (GP) 5
Strategic Directive Six; Innovation Adopted 1/8/20 via Resolution U-11131	Guiding Principle (GP) 6
Strategic Directive Seven; Reliability and Resiliency Adopted 6/24/20 via Resolution U-11168	Guiding Principle (GP) 7
Strategic Directive Eight; Telecom Adopted 6/24/20 via Resolution U-11169	Guiding Principle (GP) 8
Strategic Directive Nine; Economic Development Adopted 9/9/20 via Resolution U-11192	Guiding Principle (GP) 9
Strategic Directive Ten; Government Relations Adopted 9/9/20 via Resolution U-11193	Guiding Principle (GP) 10
Strategic Directive Eleven; Decarbonization/Electric Vehicles Adopted 9/9/20 via Resolution U-11193	Guiding Principle (GP) 11
Strategic Directive Twelve; Employee Relations Adopted 9/23/20 via Resolution U-11196	Guiding Principle (GP) 12
Strategic Directive Thirteen; Customer Service Adopted 9/23/20 via Resolution U-11197	Guiding Principle (GP) 13
Strategic Directive Fourteen; Resource Planning Adopted 9/23/20 via Resolution U-11198	Guiding Principle (GP) 14

19 Approved as to form:

20 \_\_\_\_\_  
 21 /s/ \_\_\_\_\_  
 21 Chief Deputy City Attorney

\_\_\_\_\_ Chair  
 \_\_\_\_\_ Secretary

22 \_\_\_\_\_  
 23 Clerk

22 Adopted \_\_\_\_\_

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**Board Action Memorandum**

**TO:** Jackie Flowers, Director of Utilities  
**FROM:** Engel Lee, Chief Deputy City Attorney  
 Charleen Jacobs, Clerk of the Board  
**MEETING DATE:** September 13, 2023  
**DATE:** August 28, 2023

**SUMMARY:** A resolution replacing the term Strategic Directive (SD) for Strategic Directives one through 14 to the term Guiding Principles, with each respective Strategic Directive hereby referred to as a Guiding Principle and any reference to a Strategic Directive shall be deemed a reference to the appropriate Guiding Principle.

Former	New
Strategic Directive 1; Equity and Inclusion Adopted 8/28/19 via Resolution U-11099	Guiding (GP) Principle 1
Strategic Directive 2; Financial Sustainability Adopted 8/28/19 via Resolution U-11099	Guiding (GP) Principle 2
Strategic Directive 3; Rates Adopted 8/28/19 via Resolution U-11099	Guiding (GP) Principle 3
Strategic Directive 4; Stakeholder Engagement Adopted 8/28/19 via Resolution U-11099	Guiding (GP) Principle 4
Strategic Directive Five; Environmental Leadership Adopted 1/8/20 via Resolution U-11131	Guiding (GP) Principle 5
Strategic Directive Six; Innovation Adopted 1/8/20 via Resolution U-11131	Guiding (GP) Principle 6
Strategic Directive Seven; Reliability and Resiliency Adopted 6/24/20 via Resolution U-11168	Guiding (GP) Principle 7
Strategic Directive Eight; Telecom Adopted 6/24/20 via Resolution U-11169	Guiding (GP) Principle 8
Strategic Directive Nine; Economic Development Adopted 9/9/20 via Resolution U-11192	Guiding (GP) Principle 9
Strategic Directive Ten; Government Relations Adopted 9/9/20 via Resolution U-11193	Guiding (GP) Principle 10
Strategic Directive Eleven; Decarbonization/Electric Vehicles Adopted 9/9/20 via Resolution U-11193	Guiding (GP) Principle 11
Strategic Directive Twelve; Employee Relations Adopted 9/23/20 via Resolution U-11196	Guiding (GP) Principle 12
Strategic Directive Thirteen; Customer Service Adopted 9/23/20 via Resolution U-11197	Guiding (GP) Principle 13
Strategic Directive Fourteen; Resource Planning Adopted U-11198 via Resolution U-11198	Guiding (GP) Principle 14

**BACKGROUND:**

At the Board meeting of August 23, 2023, the Board passed motion 23-06 authorizing this change. The former Strategic Directives listed above will be affected.

These policies were developed/modified at regularly scheduled or properly-noticed Board study sessions and meetings and all future reviews and amendments to the Public Utility Board policies will be in handled similarly.



## Board Action Memorandum

**ARE THE EXPENDITURES AND REVENUES PLANNED AND BUDGETED? N/A**

**IF THE ACTION REQUESTED IS APPROVAL OF A CONTRACT, INCLUDE LANGUAGE IN RESOLUTION AUTHORIZING \$200,000 INCREASE IN ADMINISTRATIVE AUTHORITY TO DIRECTOR? N/A**

**ATTACHMENTS:**

**CONTACT:** Jackie Flowers, Director of Utilities