

*Serving our customers*

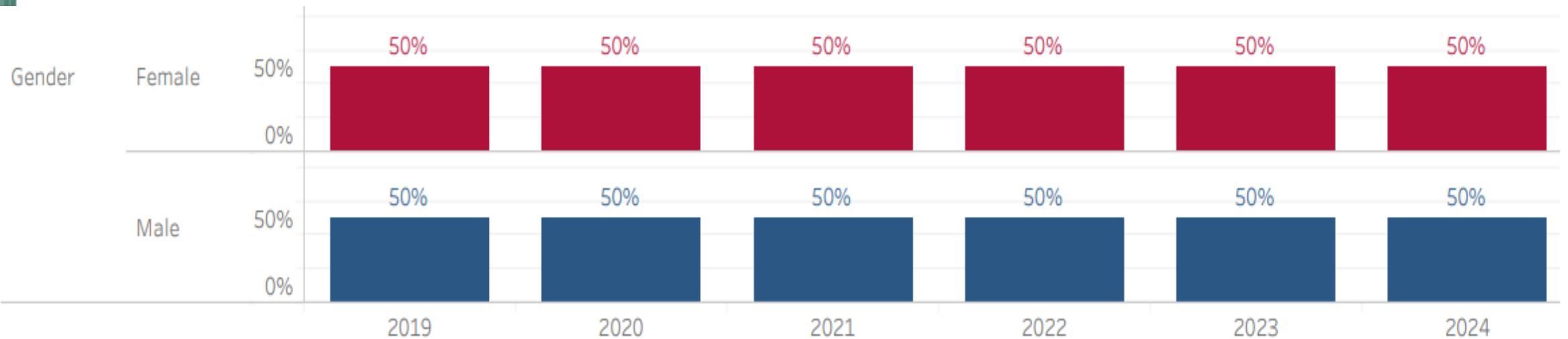
# 2024 GP1 – Diversity, Equity, Inclusion and Belonging Report Out

October 9, 2024

# TPU Workforce

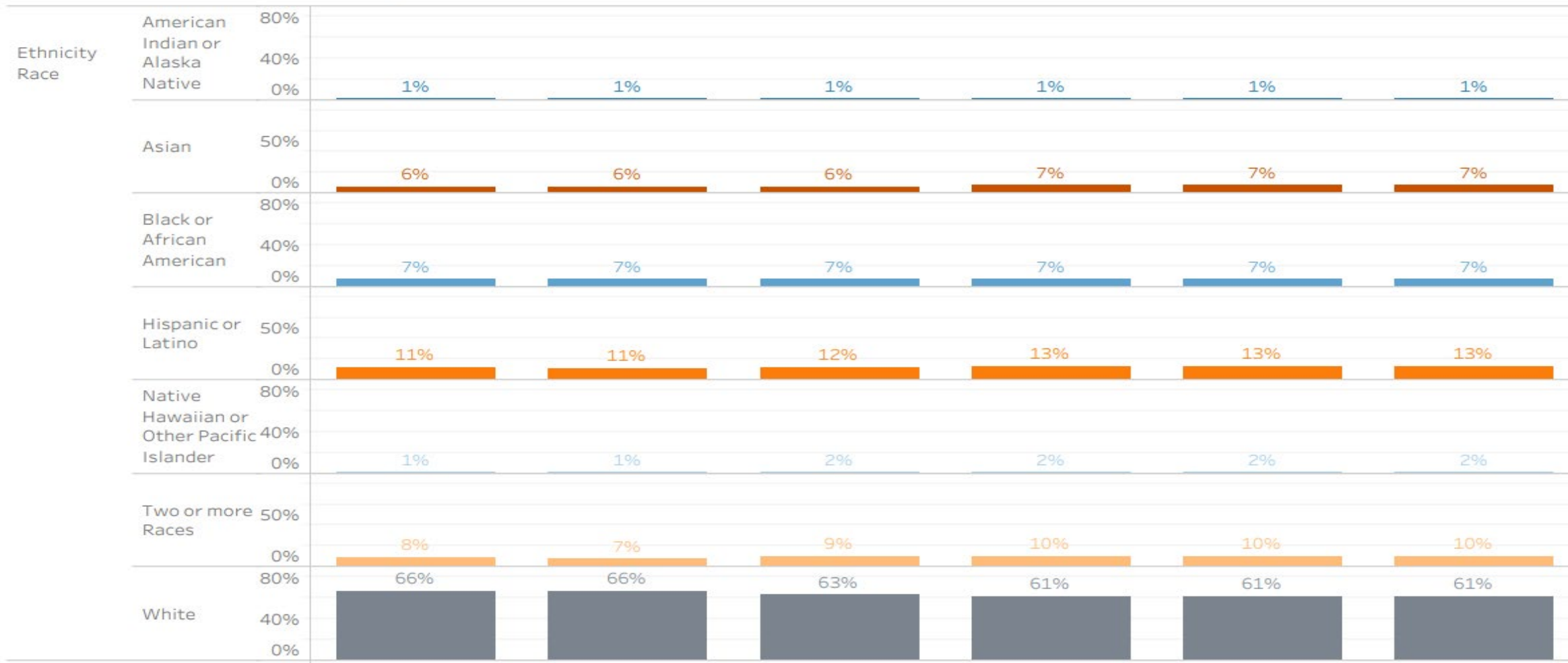


# Pierce County Benchmark by Gender



# Pierce County Benchmark by Race/Ethnicity

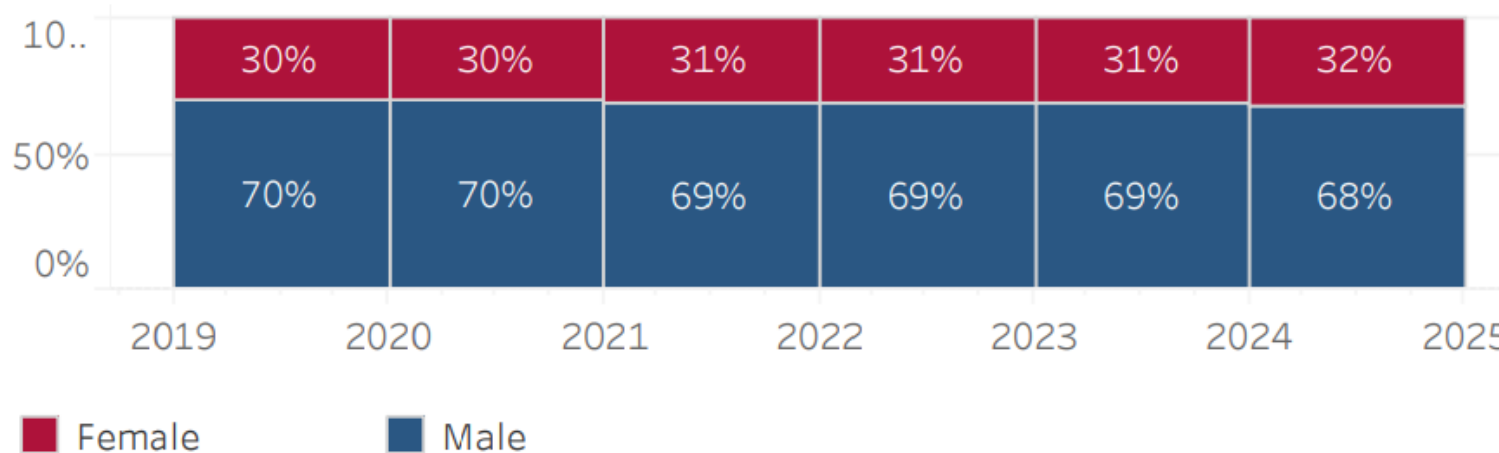
Benchmark - Pierce County



# TPU Headcounts & TPU by Gender

Year	2019	2020	2021	2022	2023	2024*
Total Count	1,402	1,372	1,378	1,418	1,447	1,498
% Female	30%	30%	31%	31%	31%	32%
% of Male	70%	70%	69%	69%	69%	68%

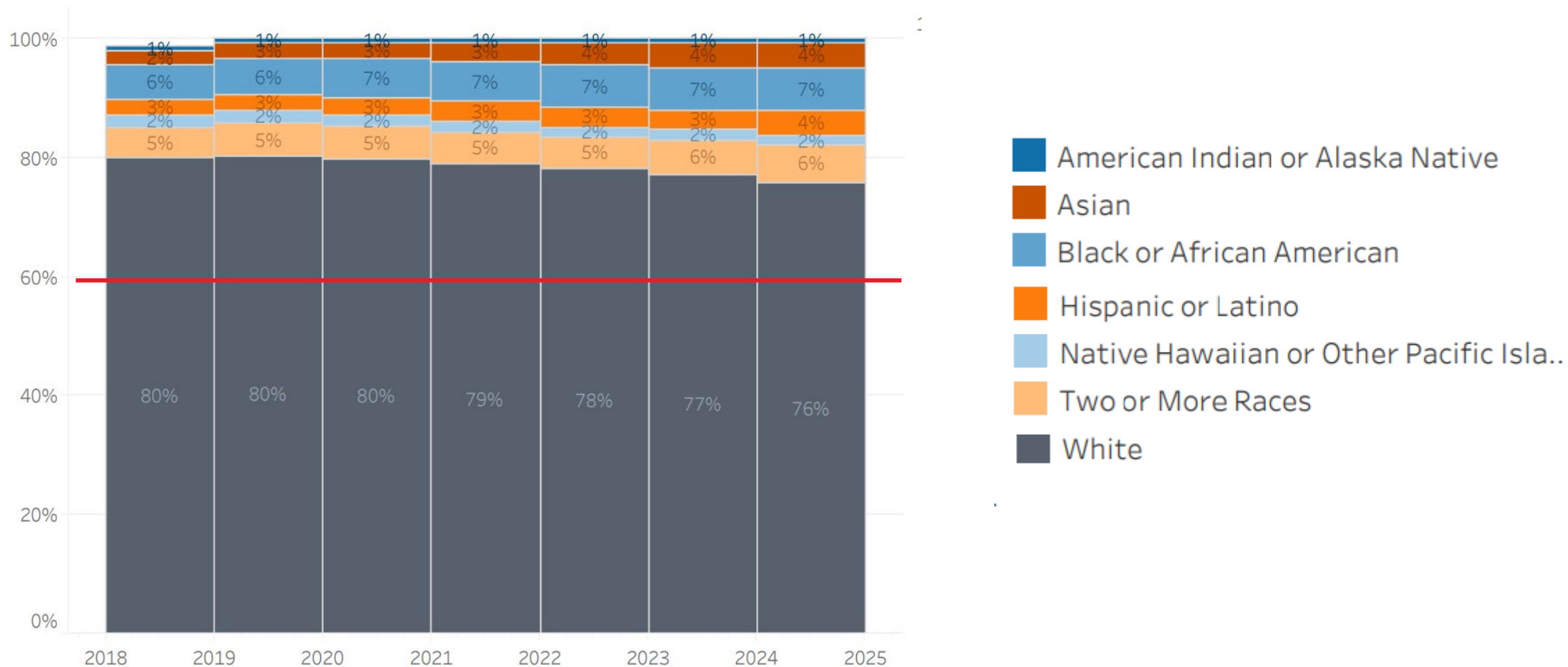
Headcount Pct - Gender



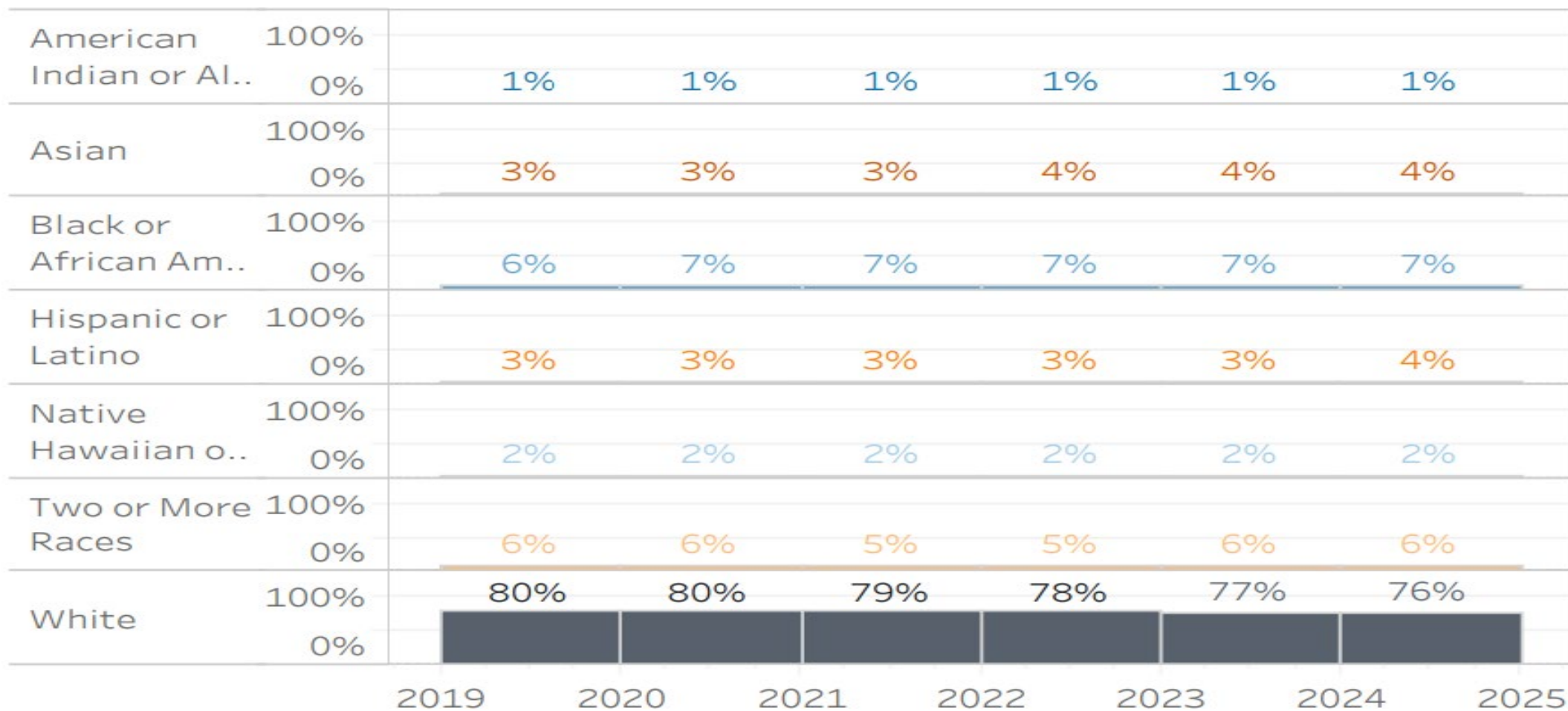
\* 2024 Data as of 6/30/2024

# TPU by Race/Ethnicity

Headcount Pct - Race



# TPU by Race/Ethnicity



■ American Indian or Alaska Native   
 ■ Black or African American   
 ■ Native Hawaiian or Other Pacific ...   
 ■ White  
■ Asian   
 ■ Hispanic or Latino   
 ■ Two or More Races

# TPU by Race/Ethnicity

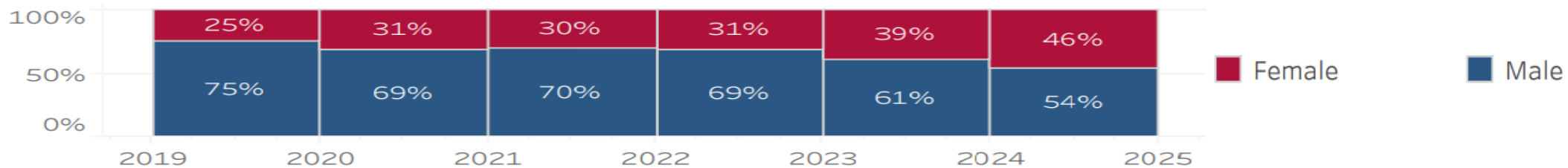
- TPU Workforce by Race vs Pierce County Benchmark

Race/Ethnicity	PC Benchmark	TPU
American Indian or Alaska Natives	1%	1%
Asian	7%	4%
Black or African American	7%	7%
Hispanic or Latino	13%	4%
Native Hawaiian or Other Pacific Islanders	2%	2%
Two or more Races	10%	6%
White	61%	76%

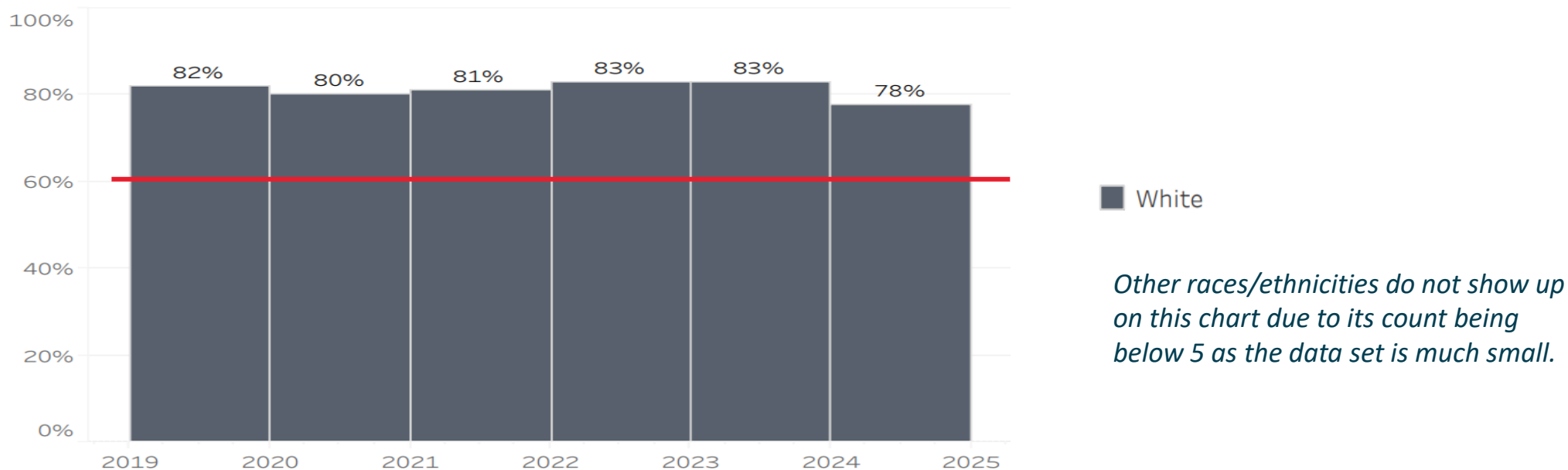


# TPU Executive by Gender & Race/Ethnicity

## Headcount Pct - Gender Exec



## Headcount Pct - Race Exec



# TPU Executive Leadership by Race/Ethnicity

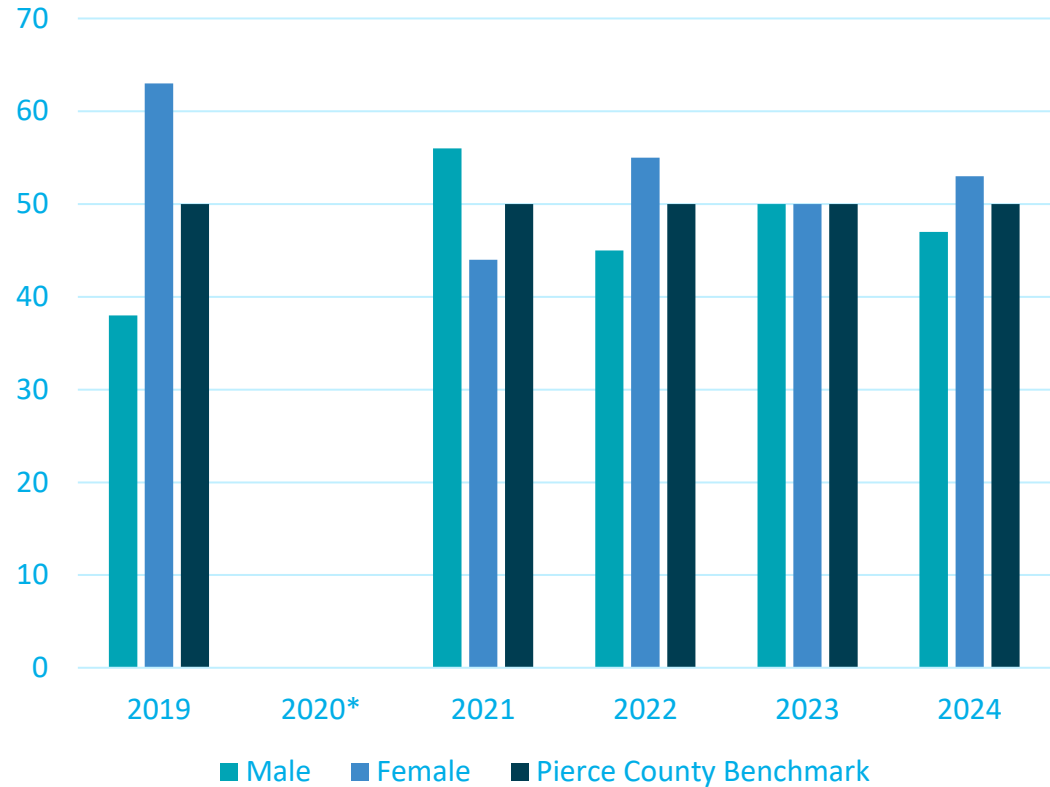
- TPU Executive by Race vs Pierce County Benchmark

Race/Ethnicity	PC Benchmark	TPU ELT & SLT
American Indian or Alaska Natives	1%	
Asian	7%	14%
Black or African American	7%	7%
Hispanic or Latino	13%	
Native Hawaiian or Other Pacific Islanders	2%	
Two or more Races	10%	3%
White	61%	76%

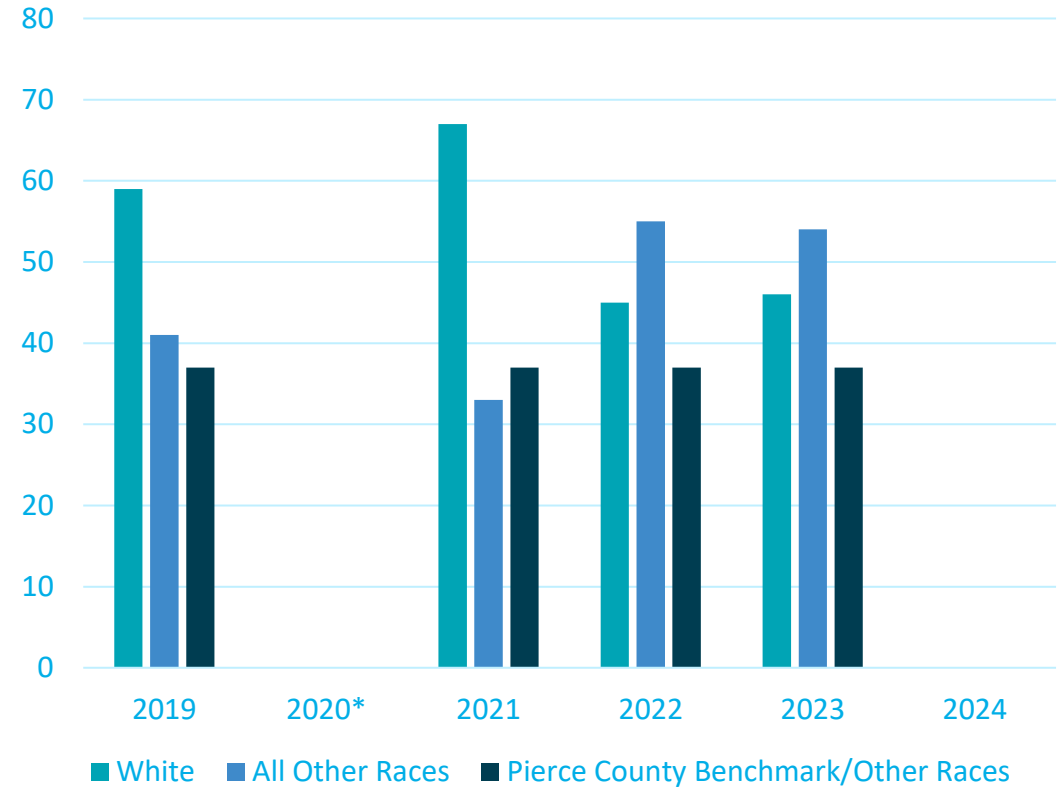
# TPU Internship Demographics



### Interns by Gender



### Interns by Race

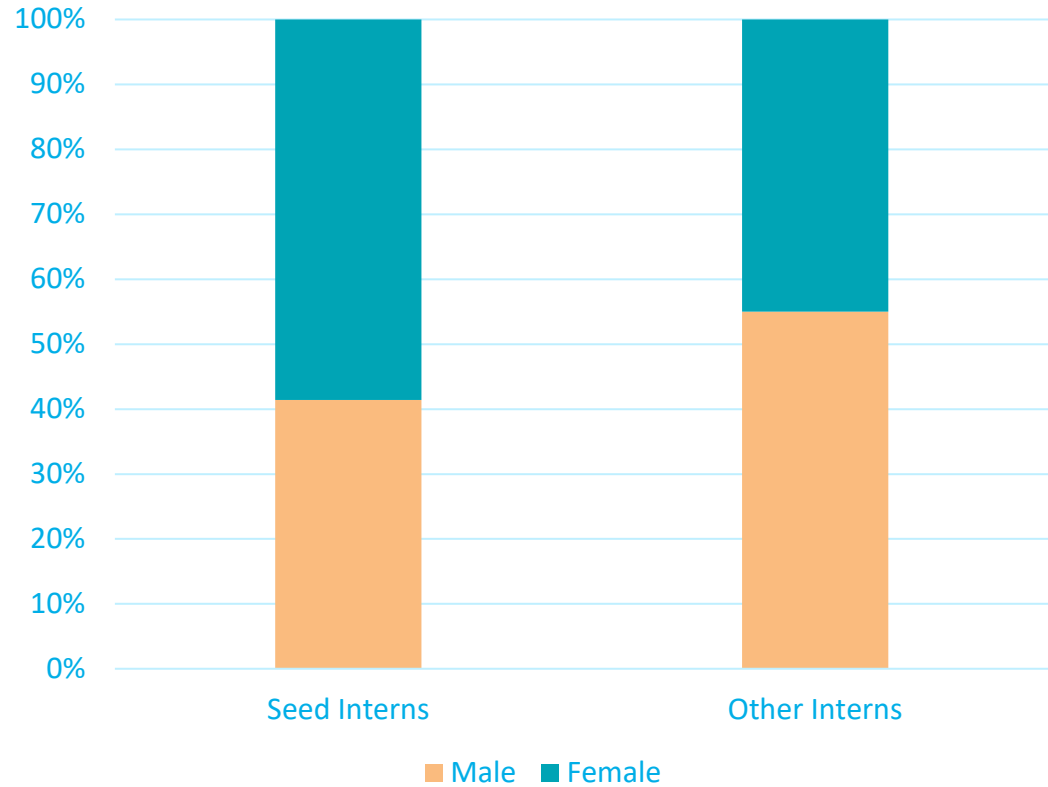


\*2020 COVID-19 Pandemic

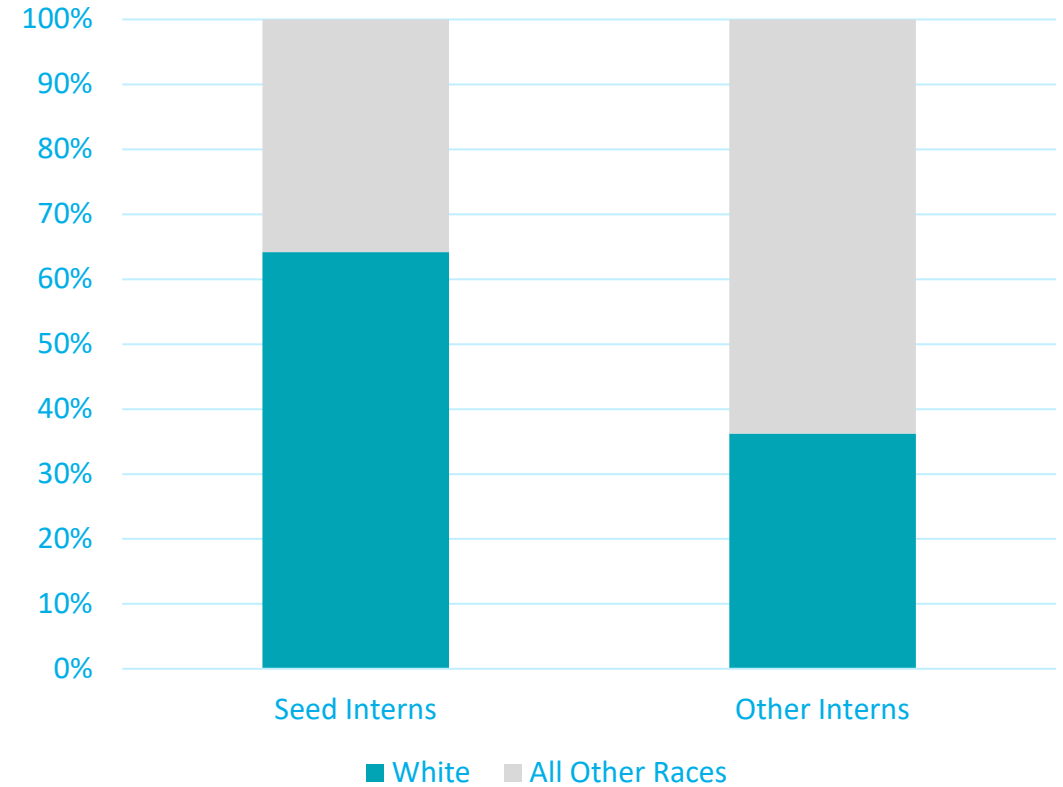
# TPU Internship – Impact of Seed Partnership



### Seed Interns by Gender



### Seed Interns by Race



Data Provided by Workforce Analytics, Aggregate of Interns 2019-2023

# TPU Workforce Summary

## • By Gender

- 2% increase in Female Employees from 2019 to 2024 for TPU total workforce
- 18% below PC benchmark for female population
- 19% increase in Female Leaders from 2019 to 2024
- 3% below PC benchmark on female population
- TPU Internship aligned with PC benchmark.

## • By Race/Ethnicity

- 4% increase in Race/Ethnicity diversification from 2019 to 2024 for TPU Workforce
- 4% increase in Race/Ethnicity diversification between 2019 to 2024 for TPU leadership (ELT&SLT)
- 17% below Pierce County Benchmark in Race/Ethnicity diversity
- TPU Internship exceeded the PC benchmark.

# TPU Culture



# TPU Workforce Retention and Turnover

Year	2019	2020	2021	2022	2023	2024
Retention Rate	93%	94%	96%	92%	93%	95%
Turnover Rate	14%	10%	9%	13%	12%	11%

## How Retention Rate is determined:

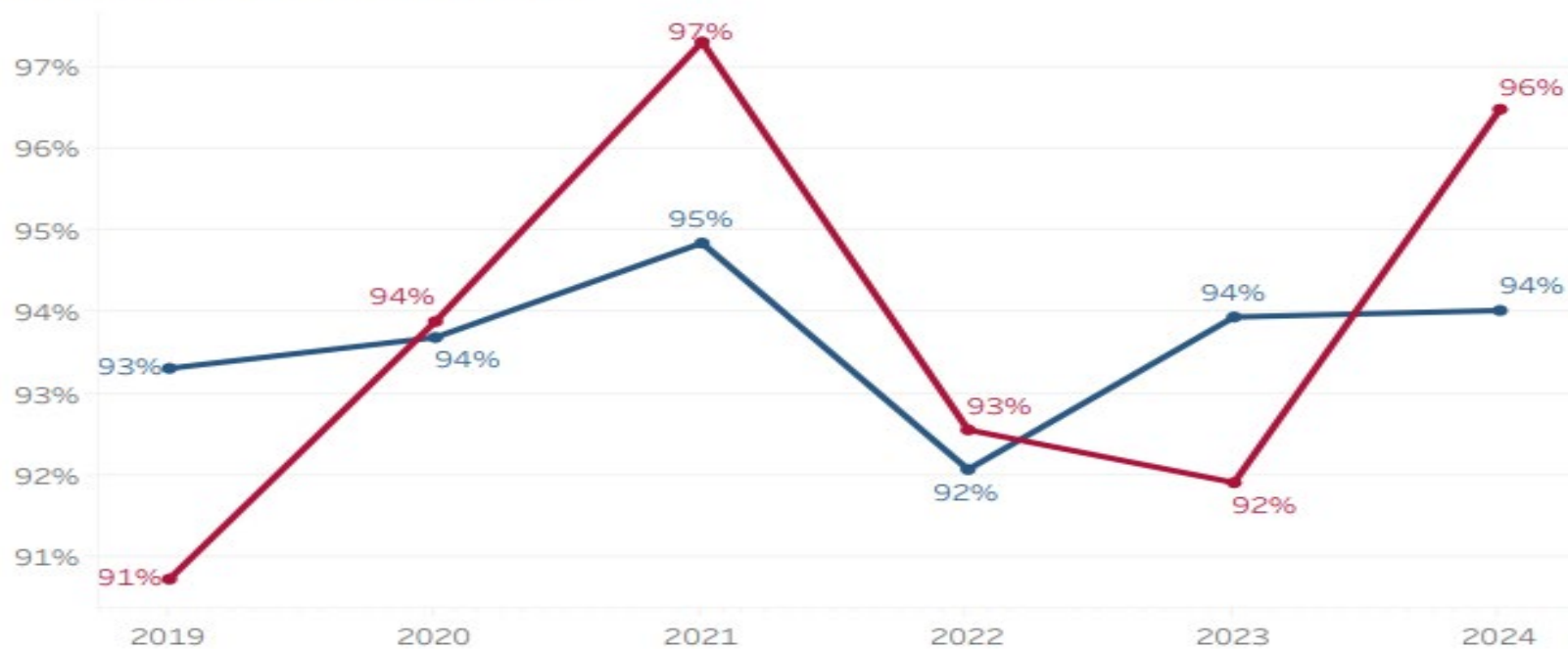
- The percentage of employees who continue to be employed at the end of the year.
- Example:
  - There were 10 employees at the beginning of the year.
  - 8 of the 10 continue to be employed at the end of the year.
  - The Retention Rate was 80%.

## How Turnover Rate is determined:

- The number of separations divided by the average headcount.
- For Turnover Rate Annualized, the Turnover Rate is calculated by assuming that the number of separations will remain consistent for the remainder of the year.
- Example:
  - The average headcount for the year is 10.
  - There were 2 separations in 6 months.
  - The Turnover Rate would be 20%.
  - The Turnover Rate Annualized would be 40%

# TPU Retention Rate by Gender

Retention Rate - Gender



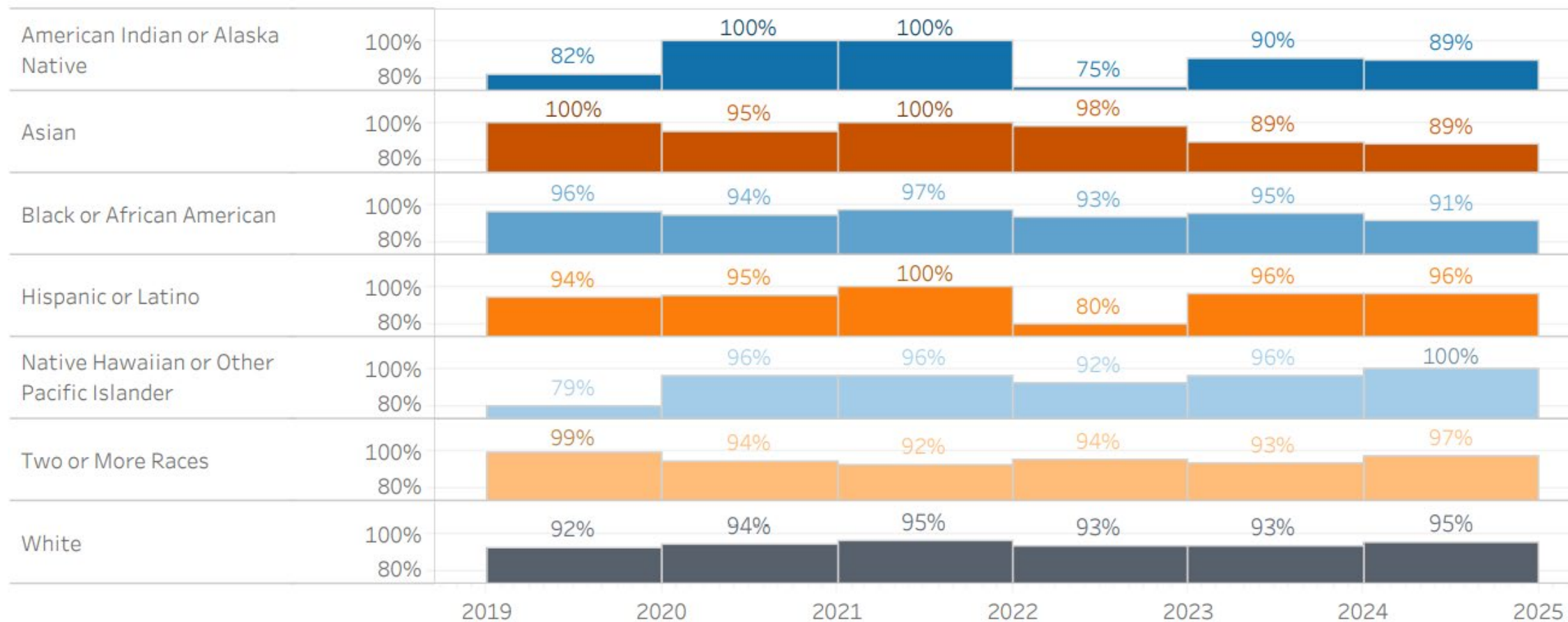
Female  
Male

	2019	2020	2021	2022	2023	2024
<b>Female</b>	91%	94%	97%	93%	92%	96%
<b>Male</b>	93%	94%	95%	92%	94%	94%



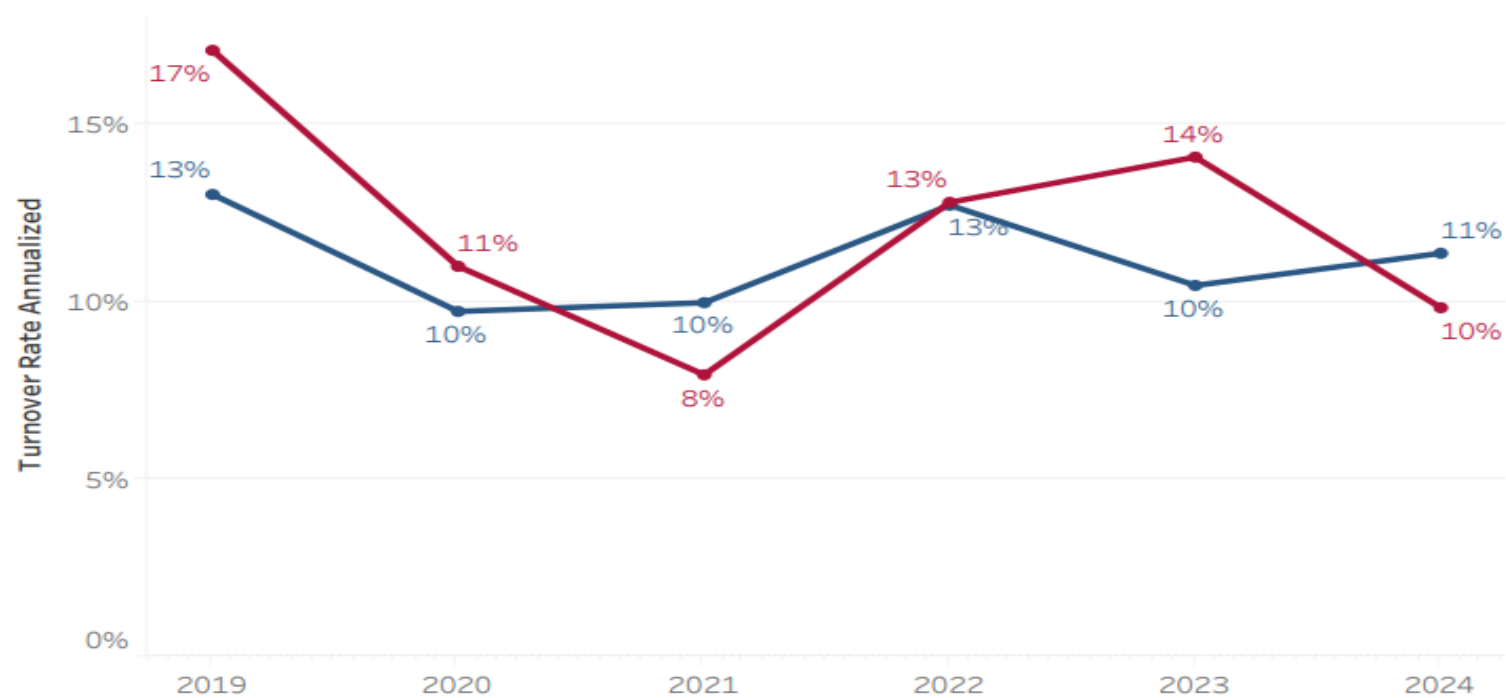
# TPU Retention Rate by Race/Ethnicity

## Retention Rate - Race



# TPU Turnover Rate by Gender

Turnover Rate - Gender



Female  
Male

	2019	2020	2021	2022	2023	2024
Female	17%	11%	8%	13%	14%	10%
Male	13%	10%	10%	13%	10%	11%

# TPU Turnover Rate by Race/Ethnicity

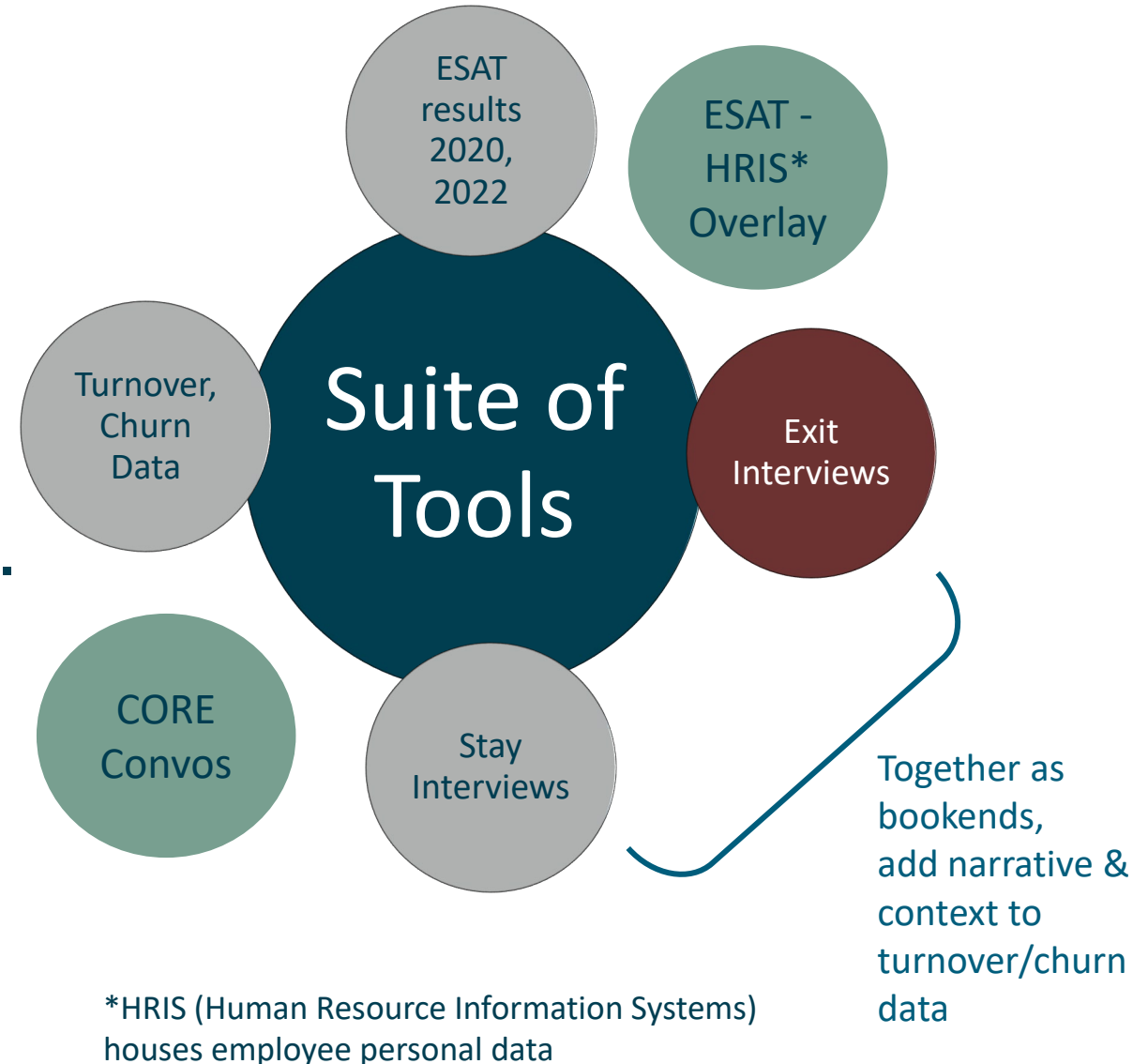
## Turnover Rate - Race



# Water Exit Interviews

## Background and Purpose

- To gain an understanding of why employees choose to leave our organization.
- First started in 2018, but in 2022 we began asking all separating employees consistently.
- HR participates in all exit interviews.
- Exits are a diagnostic tool, part of a larger suite of tools that help inform the employee experience.
- Stay interviews are a future state.



# Water Exit Interviews



## Qualitative and quantitative Data

- **67 separations since 2022**
- **40 exit interviews conducted since 2022**

## Sample Exit Interview Questions

- **As you remember back to when you first decided to leave, which reason below would you say is the top reason? [multiple choice]**
  1. Supervisor relationship
  2. Compensation
  3. Culture
  4. Growth & opportunity
  5. Ability to get job done & to be successful
  6. Non-work-related matter
  7. Other (please specify)
- **To what degree did your current direct supervisor influence your reason to leave? [Rating 1-5, 1 - not at all to 5 - supervisor was the reason]**
- **What did your supervisor do well? If you have had multiple supervisors, and are providing insights about multiple people, please indicate that here as well. [open]**
- **I felt like I belonged at TPU. [Y/N]**

Why or why not [open]

# Water Exit Interviews



## Key Takeaways

- **Respecting the vulnerability of the stories shared, means we hold it confidential, and anonymize the data/info.**
- **UTS has helped us create a system, make it more convenient and is working with us to create a dashboard to better share themes with leadership.**
- **The right people need to be consulted and/or involved (UTS, HR, Legal).**
- **The process needs to be clear and established, as well as roles responsibilities.**
- **We act by sharing the themes, accolades, and concerns with a trusted, active sponsor who has the authority to create change.**
- **Separating employees, even those with concerning experiences, want to leave on a positive note and appreciate the chance to be heard.**

# TPU Culture Summary

## Retention Rate Summary

- TPU Retention Rate is at its highest rate this year at 95%.
- TPU Retention Rate for both female and male are very similar.
- TPU Retention Rate is the lowest among American Indian/Alaska Native and Asian at 89%.
- TPU Retention Rate with other Race/Ethnicity is above 90% and par with the TPU Retention Rate.

## Turnover Rate Summary

- TPU Turnover Rate has improved from 14% in 2019 to 11% in 2024.
- TPU Turnover Rate has improved from 17% in 2019 to 11% in 2024 for female workforce; it's declined in male workforce from 13% in 2019 to 11% in 2024.
- TPU Turnover Rate for BIPOC workforce has been above the average TPU rate, with Asian and Hispanic having the highest turnover rate in 2024.

## TPU Culture Work Ahead

- **2024 ESAT has rolled out from 9/23 to 10/7; Data and analysis will be available in late 2024/early 2025.**
- **TPU is conducting second round of Culturally Responsive Organization and Racial Equity Survey**
- **Water is working on data automation of Exit Interview**
- **TPU Strategic Plan Values include Belonging**
- **TPU Strategic Plan Initiative to develop TPU Internal Process around handling of Microaggression and bullying in workplace**
- **TPU Strategic Plan Initiative to address Retention/ Succession Plan in 2025**



# TPU Services



# TPU Stakeholder/Community Engagement

## Virtual, Hybrid & In-Person Engagement

- Neighborhood Councils, Block Groups & Metroparks
  - Budget and Rates outreach coordinated with Environmental Services
- Partnering with existing events of organizations
- Chamber of Commerce/Economic Development Organizations/local trade orgs (Black Collective, KWA, APCC, etc.)
- Franchise/Local Government Partners
- Key Accounts (JBLM, Hospitals, School Districts, etc.)
- Business Districts

# TPU Equity Access to Programs and Services

- **Priority messaging (i.e., rate proposals, Advanced Meter notices) transcreated into top non-English languages spoken in our service area**
  - Spanish, Vietnamese, Korean, Khmer, Russian, Ukrainian
- **Support via language line for non-English speaking customers who call customer services**
- **Spanish option for all email/text notifications from MyAccount**
- **Spanish advertising (BCAP campaign)**
- **Working on two-sided English/Spanish print materials (bill inserts, U\*)**
- **Exploring digital tools for expanding language access in 2025**

# TPU Services – Equity in Contracting

**Kacee Woods**



# TPU Equity In Contracting

- **Equity in Contracting:** TPU staff will provide biennial or annual forecast of projected bids to Community and Economic Development/Equity in Contracting office for distribution to MWBE potential contractors.
- **The following data will be tracked:**
  - Utilization rates/breakdown by business certification type;
  - Ethnicity and gender demographic breakdown of MWBE spending;
  - Breakdown of MWBE spending by geographic location;
  - Total number and dollar value of Equity in Contracting waivers by TPU division;
  - Total number and value of EIC exceptions by TPU division.

# TPU Equity In Contracting

- **2023 Program Outcomes**

- Overall Result

- 82% (+28) increase in the number of awards
    - 14% (\$884k) decrease in amounts awarded to small, minority, and woman-owned businesses

	# Awards to Certified Firms	Total Contract Amount Awarded to Certified Firms
<b>2020</b>	22	\$5,581,227
<b>2021</b>	35	\$9,446,155
<b>2022</b>	34	\$6,350,081
<b>2023</b>	62	\$5,466,278

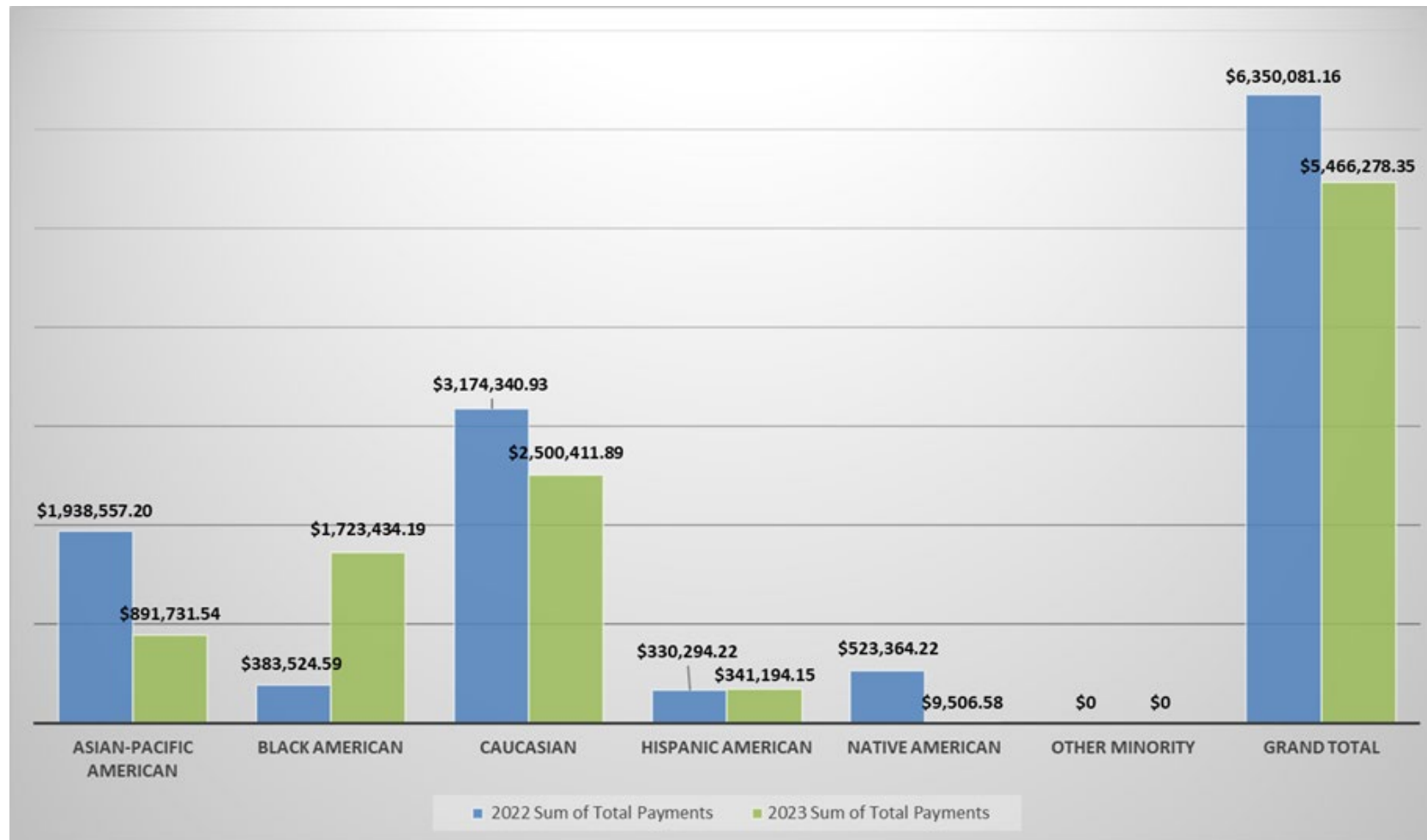
# TPU Equity In Contracting

- Utilization Rates - Overall

EIC Certification	2023 Utilization	2022 Utilization	2021 Utilization	2020 Utilization	2012-2016 Utilization	Estimated Availability of Contractors as Indicated in 2024 Disparity Study
<b>MBE</b>	11%	8%	10%	4%	5%	13.51%
<b>WBE</b>	6%	8%	5%	7%	2%	7.11%
<b>SBE/DBE</b>	6%	9%	18%	23%	N/A	N/A

# TPU Equity In Contracting

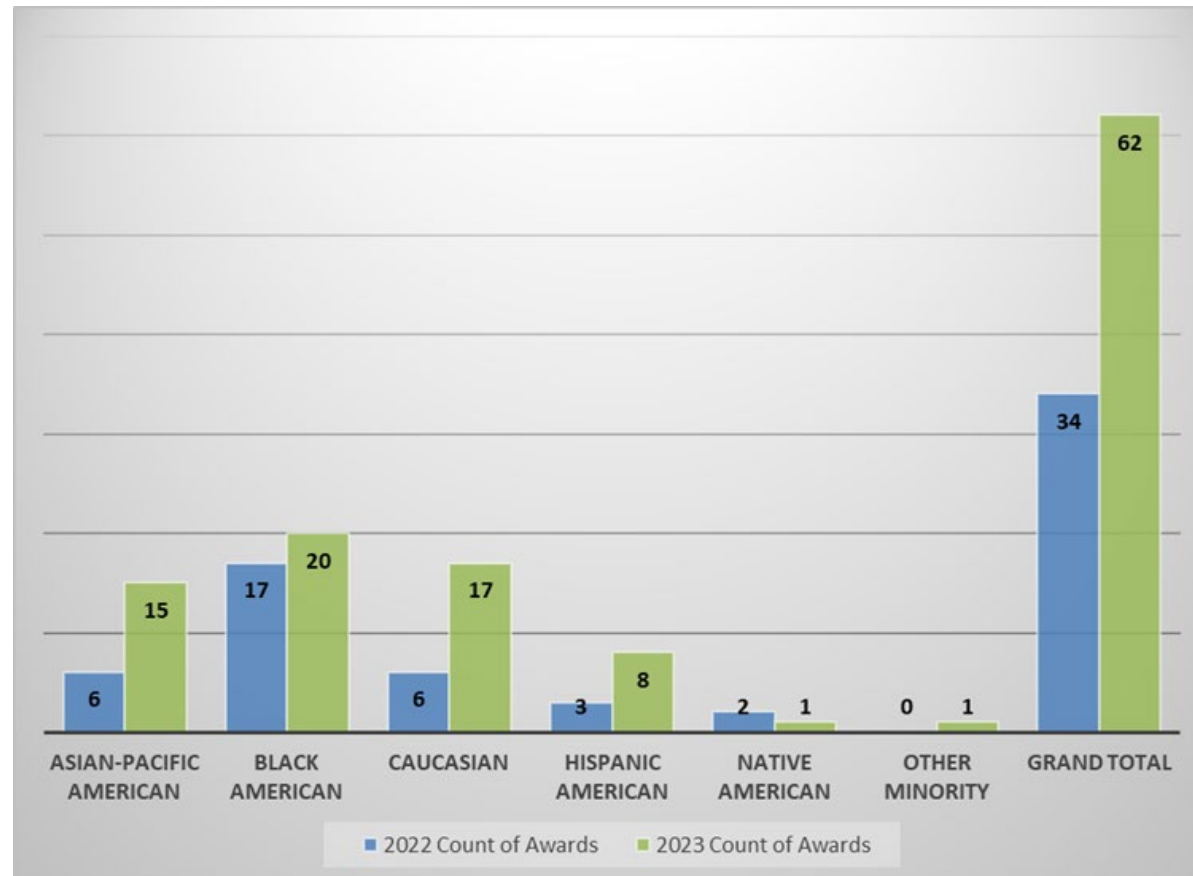
- 2023 Program Outcomes - City





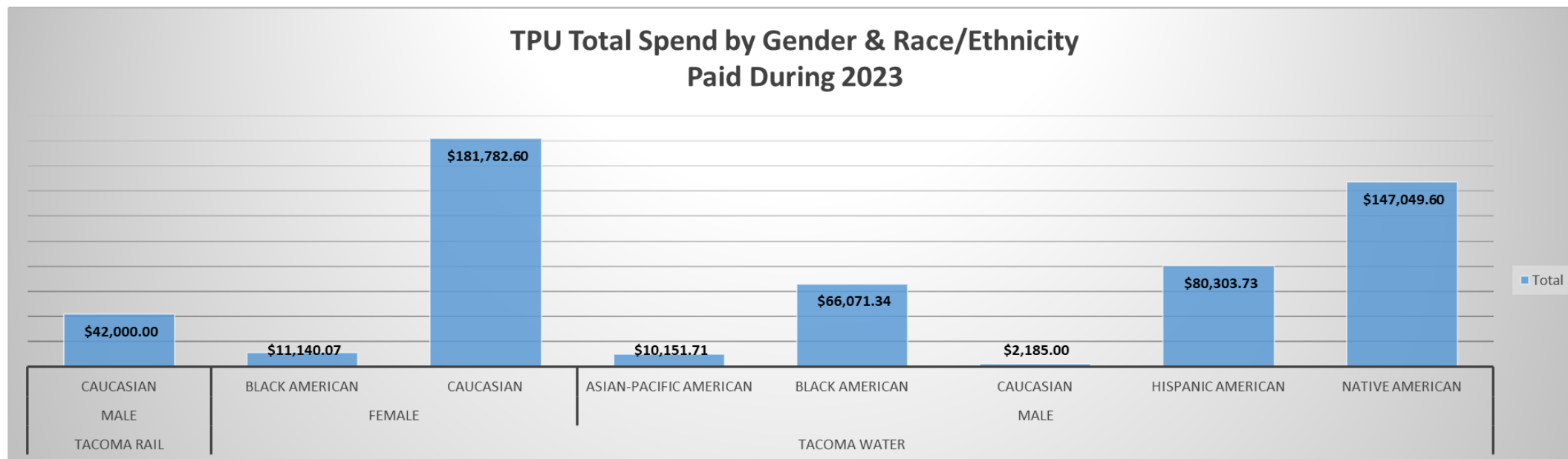
# TPU Equity In Contracting

- 2023 Program Outcomes - City



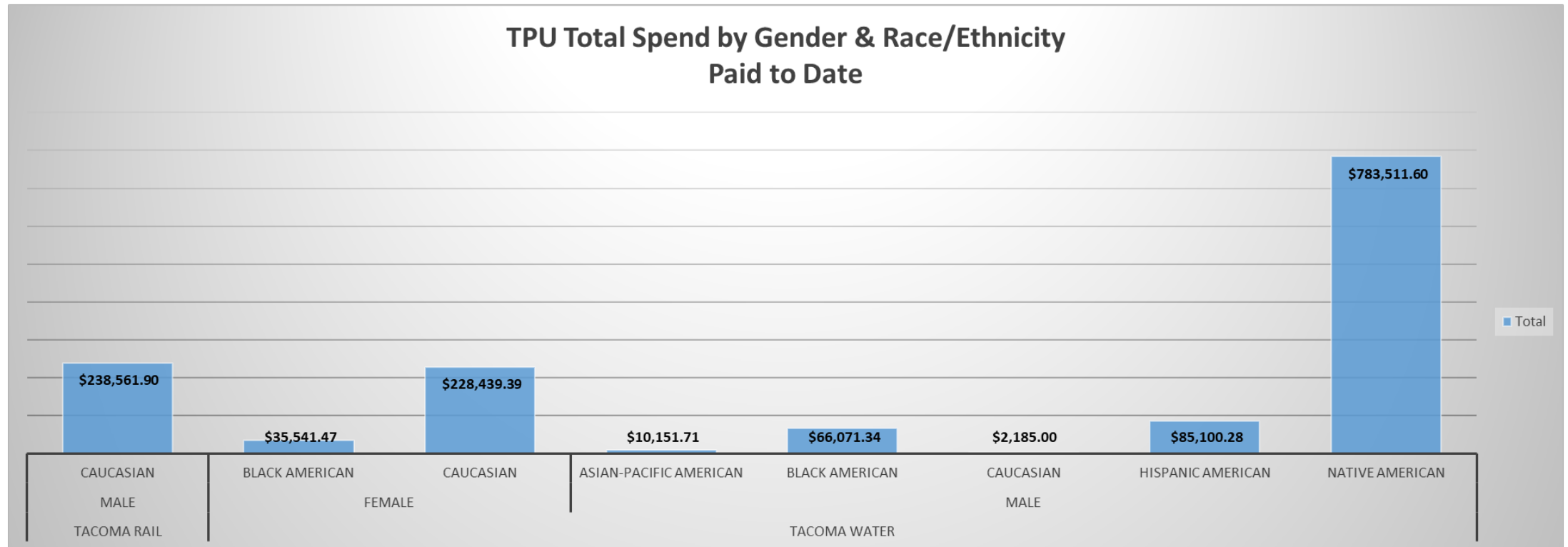
# TPU Equity In Contracting

- 2023 Program Outcomes – TPU (Paid During 2023)



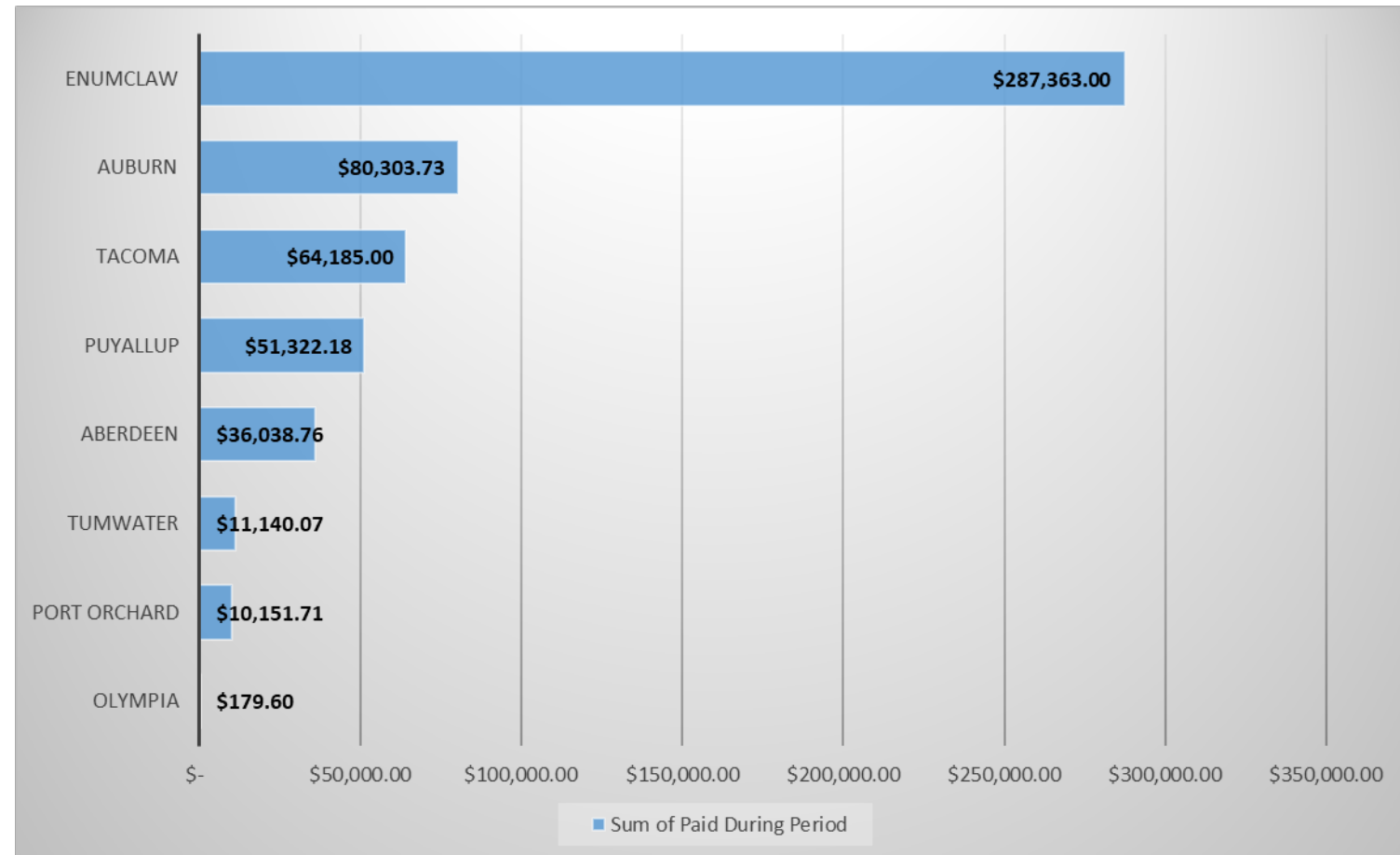
# TPU Equity In Contracting

- 2023 Program Outcomes – TPU (Paid to Date)



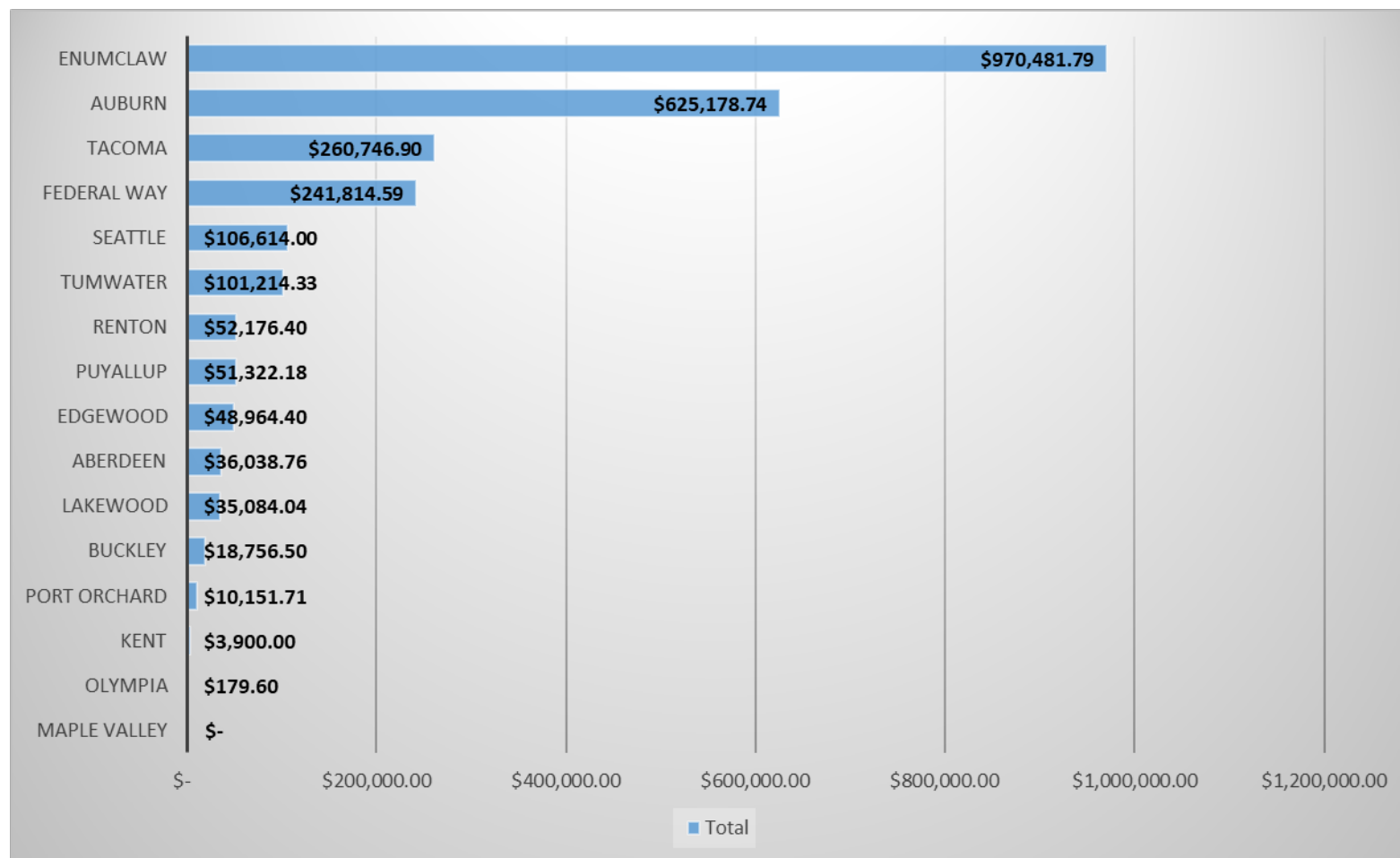
# TPU Equity In Contracting

- 2023 Program Outcomes – TPU Geographic Location



# TPU Equity In Contracting

- 2023 Program Outcomes – TPU (Geographic Location)



# TPU Equity In Contracting

- 2023 Program Outcomes – TPU Exceptions and Waivers

Department/Division	Project Title	Amount	Exception/Waiver
Tacoma Water	2024 GRW Culvert Replacements	\$40,600	Exception
Tacoma Water	Green River Watershed Road Maintenance Grading and Snow Removal	\$150,000	Exception
Tacoma Water	Pulling and Cleanout of South Tacoma Wells	\$817,858	Waiver

# TPU Equity In Contracting

- **2024 Disparity Study Recommendations**

1. Refine overall aspirational MBE/WBE goal
2. Continue contract goals and expand to professional services
3. Implement SBE evaluation and price preferences
4. Further develop a small contracts program
5. Perform additional outreach and relationship building
6. Participate in MBE/WBE/SBE capacity-building
7. Consider other steps to encourage small business utilization
8. Allocate sufficient resources for program success

# TPU Equity In Contracting

- **TPU Recommendations**

- Proactively collaborate with EIC Program staff on inclusive procurement
  - Alternative Delivery Method: Design Build
- Increase engagement with community and external stakeholders through subcontractor outreach events
  - Prime and Subcontractor Meet & Greet Opportunities
  - Roundtable discussions with small, minority, and women-owned firms
  - Workshop Series
  - Partnering with other agencies to expand services and technical assistance



# TPU Equity In Contracting

- **Next Steps**

- Develop roadmap for implementation of Disparity Study recommendations
- Complete Phase I of data project with Finance department
- Assessing overall contract spend by department
- Complete Phase I of EIC performance dashboard with IT department
- Program and policy development

# Q&A

Thank You.

