

VISION: Growing trust through extraordinary service

2018 STRATEGY MAP

STRATEGIC THEMES AND RESULTS



STRATEGIC PERSPECTIVES AND OBJECTIVES

CUSTOMERS / STAKEHOLDERS

Customer and stakeholder relationships
Objective CS01
Tony Lindgren | Ryan Cox

FINANCIAL STEWARDSHIP

Financial stability
Objective FS01
Sean Senescall | Lyna Vo

INTERNAL PROCESS

Hiring philosophy and processes
Objective IP01
Tony Lindgren | Valerie Sowell

Performance management capability
Objective IP02
Sean Senescall | Jennifer Laughlin

Planning and project management
Objective IP03
Craig Downs | Ali Polda

Process management and documentation
Objective IP04
Heather Pennington | Michael Duffy

PEOPLE, TOOLS / TECHNOLOGY

Employee attraction and retention tools
Objective PTT01
Heather Pennington | Valerie Sowell

Focus on employee development
Objective PTT02
Tony Lindgren | Jesse Angel

Leverage technology
Objective PTT03
Chris McMeen | Andy Simpson

Strengthen safety culture
Objective PTT04
Chris McMeen | Trent Hill

Organizational structure and design
Objective PTT05
Craig Downs | Kim Defolo

Community understanding & support

CS01

- Customer and stakeholder relationships**
Tacoma Water depends on a high level of trust and support amongst our customers and stakeholders to successfully accomplish our mission. We will build upon our existing communication and outreach strategy to help them understand the value of the services we provide.

FS01

- Financial stability**
We will bolster our strong financial performance and effective cost management by exploring new revenue opportunities and improve communication of our long-range financial decisions with stakeholders, helping maintain low and stable rates for our customers.

Workforce development

IP01

- Hiring philosophy and processes**
Tacoma Water believes hiring is one of the most important things we can do to build and maintain a talented workforce of exceptional employees that embody our values. We will establish and use a standard set of hiring tools, and provide training to support all hiring staff.

PTT01

- Employee attraction and retention tools**
We make it a priority to match talented employees with needed roles so people join us, stay and grow. We will proactively identify and advocate for classification, compensation, and code needs to support our business.

PTT02

- Focus on employee development**
Tacoma Water employees take ownership of their performance and development to improve themselves and our organization. We make training and development tools available to all staff.

Operational innovation

PTT03

- Leverage technology**
Technology opportunities will support how we deliver service, and substantially improve our understanding of system operation. We will integrate and use technology to deliver customer value and realize operational excellence. We will identify our business requirements and adjust our work processes as needed.

Operational optimization

IP02

- Performance management capability**
Performance management will enable us to share timely, actionable information so all of us understand our role in improving customer value. We will develop and implement an organizational performance management framework that will define measurement approaches, tools and processes.

IP03

- Planning and project management**
We are responsible to carry out business projects and programs as efficiently and effectively as possible. We will create and execute plans to guide our work.

IP04

- Process management and documentation**
It is essential for knowledge retention, role clarity and work efficiency to document and maintain our business processes. We create and follow documented processes, keep them current and work to improve them.

PTT04

- Strengthen safety culture**
Safety is proactively ensuring the health and wellbeing of yourself and those around you. Safety culture is the reflection of attitudes and behaviors toward safety throughout an organization. Tacoma Water is committed to improving safety culture so that every employee and person we work with returns home unharmed. Through effective assessment, resource investment and continuous communication, an ever-evolving safety culture will improve measurable safety outcomes.

PTT05

- Organizational structure and design**
Tacoma Water's organizational structure impacts how people work together and communicate. To be responsible, we must conduct an honest evaluation of our structure and make changes where needed to innovate and be effective for the future while respecting our past.

PLAYBOOK

- Why do we exist (value proposition)?**
We sustain public health and economic vitality.
- How do we behave (our values)?**

Core values:

 - Customer focused
 - Reliable
 - Responsible

Aspirational values:

 - Safety first
 - Courage to challenge and be challenged
 - Mutual respect
 - Innovation
- What do we do (Mission)?**
Providing clean, reliable water now and in the future.
- How will we succeed?**
 - Working together
 - Being engaged, informed and empowered
 - Involving customers and policymakers
 - Always learning and improving
 - Doing the right thing at the right time
- What is most important, right now?**
Mobile workforce management.



Tacoma Public Utilities provides services that are vital to our quality of life.