2018-2025 Environmental Services Strategic Plan
City of Tacoma
Environmental Services

Environmental Services Commission
November 2, 2017
Overview

- Draft Strategic Plan
- Prioritized Initiatives
- Conversations
- Next Steps
Introduction

- The plan will serve as our agenda and guide decisions
- Open and transparent
- Include department-wide voice

- Start with WHY
- “Think Big” and push the envelope
Environmental Services

We believe everything we do supports healthy neighborhoods and a thriving Puget Sound leaving a better Tacoma for all.
Healthy Neighborhoods + Thriving Puget Sound = A Better Tacoma

Customers

Employees

Operations
WHY:
Healthy Neighborhoods + Thriving Puget Sound
= A Better Tacoma

HOW:
Customers
1. Engagement
2. Equity
3. Environment

HOW:
Employees
1. Communication
2. Training
3. Culture

HOW:
Operations
1. Business Practices
2. Budget
3. Planning
Customers:
Partner with our community on customer-valued services to meet the diverse needs of our neighborhoods.

What are we going to do?

- Increase environmental stewardship through community engagement
- Evaluate and improve services to ensure they are equitable
- Define our role in planning for a greener Tacoma with attractive neighborhoods and clean waterways
Employees: Foster a safe culture built on trust, conversation and equity.

What are we going to do?

- Increase accessibility and ensure accuracy of information sharing throughout the department
- Develop skilled employees and industry leaders
- Grow a culture of compassion and respect that embraces teamwork and continuous improvement
Operations:
Operate using best practices and innovation to meet changing environmental and community needs.

What are we going to do?

- Optimize business and operational practices through continuous improvement
- Provide a broader understanding of the budget and how staff at all levels impact our financial well-being
- Coordinate Environmental Services planning to align with stakeholder efforts
How This Plan Was Developed

Research
- Internal
- External

Outreach
- Stakeholders
- Employees
- ES Commission

Development
- Priorities
- Why, How, & What
- ES Commission

Plan
- Director Review
- Department Review
- ES Commission

March - April
May - August
July - September
October - December
**Strengths**
- Recover value from our waste streams
- Future is greener & better
- Facilities (WWTP, Transfer Station)
- National leaders
- Solid Waste has eyes on every parcel weekly
- Strong neighborhood identity

**Weaknesses**
- 10 communication items
- Citizens don’t know ES exists
  - or where their waste goes
- Lack of:
  - Open space, trees & green areas
  - Internal coordination
  - Service to minorities, low income, and multi-family

**Opportunities**
- It is ES’s responsibility to educate Tacoma about their impact on the environment
- Air quality
- Partnerships (Public, Port, NGO)
- Next generation
  - Educate our Children
  - HS & college interns

**Threats**
- Climate change
- Density
- Change in regulation
- Communication
- Lack of trust in government
- Costs
Development

- Focus Groups refined HOW’S and WHAT’S
- ES Commission Workshop
- Council Committees & Neighborhood Councils
What’s Next

Overall Implementation Approach

- Execute as an entire department
- Team of Teams approach:
  - Staff led
  - Cross-divisional
  - Various levels represented
  - Support from management
- Some Initiatives need support from stakeholders
Implementation Team

Customer Focus Teams
- Engagement
- Equity
- Environment

Employee Focus Teams
- Communications
- Training
- Culture

Operations Focus Teams
- Business Practices
- Budget
- Planning
Implementation Team

- Team Membership
  - Lead or Co-Leads
  - Focus Team Leads

- Sponsored by Director

- Responsibilities
  - WHY and HOW
  - Prioritize and coordinate Initiatives
  - Report progress to employees and stakeholders (anticipated quarterly)
Focus Teams

- Team Membership
  - Lead
  - Staff representing each division and all levels
- Sponsored by Division Manager or ADM

- Responsibilities
  - WHAT Initiative development
  - Establish performance measures
  - Ensure employee feedback is included

- Membership changes with Initiatives
Prioritized Initiatives
Conversations
Next Steps

- Management Workshop
- Employee Presentations of Final Draft
- Go Live in January
- Council Presentation in early 2018
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