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

Environmental Services Commission
September 7, 2017
Overview

- Background
- Research
- Outreach
- Development
  - Group Discussions
- What is next?
Planning Team Goals

- Open & transparent
- Include full spectrum voice
- Priorities will be:
  - Smart, meaningful
  - Streamlined
- The plan will serve as our agenda and guide decisions
- “THINK BIG” & push the envelope
Planning Process

Update: Outreach Extended

Research
• Internal
• External

Outreach
• Stakeholders
• Employees
• ES Commission

Development
• Priorities
• Why, How, & What

Plan
• Director Review
• Department Review

March - April
May - August
July - September
October - December
Research

- Tacoma 2025
- Industry Trends
- 2013-18 Strategic Plan
  - Division Implementation Plans
- Environmental Action Plan
- City Equity & Empowerment
- Customer Surveys
- 2016 Employee Survey
Outreach

- Started with Why
Why does ES exist?
Why do you work for ES?
Employee Workshops

Why does Environmental Services exist?
- Health
- Puget Sound
- Thriving Neighborhoods
- Legacy

30 year Vision of Tacoma’s Environment
- Density
- Automation
- Zero Waste
- Climate Change
- Greener Tacoma
## Employee Workshop
### Priorities

<table>
<thead>
<tr>
<th>Customers</th>
<th>Employees</th>
<th>Operations</th>
</tr>
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<tbody>
<tr>
<td>• Improve Puget Sound</td>
<td>• Training</td>
<td>• Technology</td>
</tr>
<tr>
<td>• Communication</td>
<td>• Clear connection to mission</td>
<td>• Waste Recovery / Water Reuse</td>
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<tr>
<td>• Affordability</td>
<td>• Continue to lead by example</td>
<td>• Information available quickly</td>
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<td>• Community engagement</td>
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<td>• Partnership with schools &amp; workforce training</td>
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ES Commission Workshop

- Vision for the future of Tacoma’s environment.
- How do we better serve our customers?
**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
# Stakeholder Interviews

<table>
<thead>
<tr>
<th>Public Works</th>
<th>Tacoma School District</th>
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<tbody>
<tr>
<td>Neighborhood &amp; Community Services</td>
<td>Tacoma Pierce County Health Department</td>
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<tr>
<td>Tacoma Public Utilities: Water</td>
<td>Finance</td>
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<tr>
<td>Community &amp; Economic Development</td>
<td>*Council &amp; Mayor</td>
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<tr>
<td>Planning &amp; Development Services</td>
<td>*Hispanic Roundtable of Puget Sound / Latinos Unidos South Sound (LUSS)</td>
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<td>Information Technology</td>
<td>*Asian Pacific Cultural Center</td>
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<tr>
<td>Human Resources</td>
<td>Hilltop Action Coalition</td>
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<tr>
<td>Equity &amp; Empowerment</td>
<td>*Associated Ministries</td>
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<td>City Managers Office</td>
<td>*Immigrant &amp; Refugee Task Force</td>
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<td>Office of Management &amp; Budget</td>
<td>*Tacoma-Pierce County Black Collective</td>
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Stakeholder Summary

- Belief that we are ALL things environmental
- National leaders
- Continue the conversation
  - Improve communication
- Summaries will be posted to Think Big website
Start with WHY

Why
- Our Purpose.
- Our Motivation.
- The Reason we Exist!

How
- How we uniquely provide our services?

What
- Services we provide.

Simon Sinek: Start with WHY
Environmental Services

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

Customers

Employees

Operations
Development

- Sub-teams focused on How’s & What’s
- Management Team Workshop
Small Groups Discussion

• Discuss our Draft:
  – Why
  – How’s:
    • Customers, Employees & Operations
  – What's

• We are here to listen to your feedback!
Next Steps

• Study Session, Tuesday, September 19th
• Neighborhood Council Meetings
• Nine What Focus Groups with Employees
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