Strategic Planning

Environmental Services Strategic Plan 2018-2025

Focus Group Meetings - Employees

September 2017
Agenda

- Overview
- Research Phase
  - Summary
- Outreach Phase
  - Summary to Date
- Development Phase
  - What’s Next
Strategic Planning Team Norms

Also Apply Today

• Safe, trusting, respectful environment
• Everyone has an equal say
• Secret squirrels will be identified, everything else is encouraged to be shared
• Off topic squirrels will be saved for later, not lost
• Problem solving 5 finger rule
• Cell Phones – Please step out of the room for long use or phone calls
• Respectful of your valuable time
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 - November

Update: Outreach Extended
Research: Background

- Tacoma 2025
  - Livability
  - Education
  - Civic Engagement
  - Economy & Workforce
  - Equity & Accessibility
- Industry Trends
  - Technology
  - Environmental Challenges
  - Customer Expectations
  - Employees
- 2013-2018 ES Strategic Plan
- Division Implementation Plans
- Environmental Action Plan
- Buildings & Energy
- Transportation
- Material Management
- Natural Systems
- Air & Local Food
- Climate Resiliency
- City Equity & Empowerment Framework
# Research: 2016 Employee Survey

## Highlights for Improvement

### Survey
- Communication/Coordination
  - Supervisors
- Culture
- Opportunity, Empowerment
- Employee Issues and Schedules
- Unions
- Training

### Listening Sessions
- Communication/Coordination
- Supervisors, Eliminate Fear
- Across Divisions, United Goals
- Feedback/Continuous Improvement
- Expectations, Outcomes vs. Outputs,
- Make Data Available
- Focus on Process, Not the Person
- Employee Empowerment
  - Culture, Trust, Training & Development, Support
April Retreat: Industry Trends

- Technology
  - Automation
  - Big data
  - Uncertainty
- Environmental Challenges
  - New issues
  - Changing regulations
- Customer Expectations
  - Equity
  - Transparency
  - Efficiency
- Employees
  - Retirement wave
  - Generational change
  - Adapting to change
April Retreat Summary
Priorities for 2025

- **Focus Areas**
  - Effective Operations
  - Employees
  - Customers
  - Environment

- **Themes**
  - Continuous Improvement
    - Efficiency
    - Innovation
  - Equity
    - Organizational Justice
  - Transparency
    - Communication

*See Matrix Handout*
Outreach:

- Public Works BBQ
- Why does ES Exist?
- Why do you work for ES
- Employee Survey
- Employee Workshops
- Stakeholder Interviews
Employee Survey

What is the Department currently doing well?
- Customer Service
- Protecting Environment, Maintenance
- Innovation & Planning

In what areas could the Department do better?
- Communication & Coordination
- Tools to Do Our Job
- Hire More Staff, Promote from Within

What should the Department’s most important focus be moving forward?
- Customer Service
- Employee Training & Development
- Environmental Responsibility
- Communication
Top Survey Priorities
ES Focus for 2025

- Employee – 46%
  - Building a culture of teamwork, positive feedback & group problem solving

- Customers – 43%
  - Offering affordable rates

- Environment – 33%
  - Continuing to lead by example in our work

- Effective Operations – 35%
  - Streamlining work processes to improve efficiency
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
<table>
<thead>
<tr>
<th>Customers</th>
<th>Employees</th>
<th>Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Improve Puget Sound</td>
<td>• Training</td>
<td>• Technology</td>
</tr>
<tr>
<td>• Affordability</td>
<td>• Clear connection to mission</td>
<td>• Waste Recovery / Water Reuse</td>
</tr>
<tr>
<td>• Community engagement</td>
<td>• Continue to lead by example</td>
<td>• Information available quickly</td>
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<tr>
<td>• Partnership with schools &amp; workforce training</td>
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Communication
## Results: Top 10 from the Big Sort of 120 Priorities

<table>
<thead>
<tr>
<th>Culture:</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Empowerment/Continuous Improvement/safe/teamwork/trust</td>
<td>33</td>
</tr>
<tr>
<td>Improve &amp; Protect the Environment</td>
<td>20</td>
</tr>
<tr>
<td>Healthy Community</td>
<td>18</td>
</tr>
<tr>
<td>Equity &amp; affordability</td>
<td>16</td>
</tr>
<tr>
<td>Data Drive Decisions</td>
<td>16</td>
</tr>
<tr>
<td>Good Quality Customer Service/ Improve interaction</td>
<td>16</td>
</tr>
<tr>
<td>Better Coordination/Communication Internal &amp; External</td>
<td>13</td>
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<tr>
<td>Own the Environment</td>
<td>10</td>
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<tr>
<td>Budgeting/Fiscal Management/ Rate &amp; Fee Structure</td>
<td>9</td>
</tr>
<tr>
<td>Employee Training</td>
<td>8</td>
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Environmental Services Commission Workshop

June

- Their vision for the future of Tacoma’s environment.
- How can 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
  - We do not practice what we preach
- 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 Multifamily

**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
<table>
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<tr>
<th>Stakeholder Interviews</th>
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<tr>
<td><strong>Public Works</strong></td>
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<td><strong>Tacoma Public Utilities: Water</strong></td>
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<tr>
<td><strong>Neighborhood &amp; Community Services</strong></td>
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<tr>
<td><strong>Community &amp; Economic Development</strong></td>
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<tr>
<td><strong>Planning &amp; Development Services</strong></td>
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<td><strong>Information Technology</strong></td>
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<td><strong>Human Resources</strong></td>
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<td><strong>Equity &amp; Empowerment</strong></td>
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<tr>
<td><strong>City Managers Office</strong></td>
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<tr>
<td><strong>Office of Management &amp; Budget</strong></td>
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Belief that we are ALL things Environmental

Continue the Conversation - Improve Communication

Information helped to shape priorities

Summaries are posted to Think Big Website
Golden Circle

Why
• Our Purpose
• Our Motivation
• The Reason We Exist!

How
• How We Uniquely Provide our Services
• What Sets Us Apart from Others

What
• Services We Provide
• What We Do

Simon Sinek: Start with WHY
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**
*What’s:*  
1. Branding  
2. Equity  
3. Environment

**Employees**
*What’s:*  
1. Communication  
2. Training  
3. Culture

**Operations**
*What’s:*  
1. Business Practices  
2. Budget  
3. Planning
Customers:
Partner on customer-valued services to meet the needs of our diverse community.

What are we going to do?

- Increase environmental stewardship through developing a community engagement plan.
- Evaluate and improve services to ensure they are affordable and equitable for all of Tacoma
- 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?

- Develop a communications strategy that increases the transparency and speed of information sharing through the department.

- Develop a training strategy that grows industry leaders for tomorrow

- Foster a safe culture 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 all staff with a better understanding of the budget and their impact on it
- Integrate Environmental Services planning with other City-wide and stakeholder efforts
Environmental Services: WHY

We believe everything we do supports healthy neighborhoods and a thriving Puget Sound leaving a better Tacoma for all.

- What does it mean to you?
- Give an example how this could influence your daily work.
- Will this statement help to guide decisions moving forward?
Employee: HOW

Foster a safe culture built on trust, conversation and equity.

- What does it mean to you?
- Give an example how this could influence your daily work.
- Will this statement help to guide decisions moving forward?
Develop a Communications strategy that increases the transparency and speed of information sharing through the department.

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Develop a training strategy that grows industry leaders for tomorrow.

- What does it mean to you?
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Employee: WHAT

**Foster a safe culture that embraces teamwork and continuous improvement.**

- What does it mean to you?
- Give an example how this could influence your daily work.
- Will this statement help to guide decisions moving forward?
Initiatives

Handout
THANK YOU

cityoftacoma.org/thinkbig