Development Phase
Management Workshop

Environmental Services Strategic Plan 2018-2025
August 31, 2017
Overview

ES: Why do we exist?

How will we get there?

What are we going to do?

Small groups

Ice Breaker

Switch #1 & Switch #2

Summary and Takeaways
Planning Process

Update: Outreach Extended

Research
- Internal
- External

Outreach
- Stakeholders
- Employees
- ES Commission

March - April

Development
- Priorities
- Why, How & What

May - August

July - September

Plan
- Director Review
- Department Review

October - November

Update: Outreach Extended
Research:

- Tacoma 2025
- Industry Trends
- 2013-2018 ES Strategic Plan
  - Division Implementation Plans
- Environmental Action Plan
- City Equity & Empowerment
- Customer Surveys
- 2016 Employee Survey
Outreach:

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

## Customers
- Improve Puget Sound
- Communication
- Affordability
- Community Engagement
- Partnership with Schools & workforce training

## Employees
- Training
- Clear Connection to Mission
- Continue to Lead by Example

## Operations
- Technology
- Waste Recovery / Water Reuse
- Information available quickly
## Results: Top 10 from the Big Sort of 120 Priorities

<table>
<thead>
<tr>
<th>Culture: Empowerment/Continuous Improvement/safe/teamwork/trust</th>
<th>33</th>
</tr>
</thead>
<tbody>
<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>
</tr>
<tr>
<td>Own the Environment</td>
<td>10</td>
</tr>
<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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</tbody>
</table>
Golden Circle

89%
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 thriving neighborhoods and a healthy Puget Sound so we leave behind a better Tacoma for all.
We believe:

Thriving Neighborhoods + Healthy Puget Sound = A Better Tacoma

We do this by partnering on customer-valued services to meet the needs of our diverse community, fostering a safe culture with open communication and professional development, and operating our utility through best practices and innovation to meet changing community and environmental needs.

#ABetterTacoma  #ThisIsOurTown
#ThinkTheBiggestThat’sEverBeenThunk
Customers:
Partner on customer-valued services to meet the needs of our diverse community.

What are we going to do?

- Partner in environmental stewardship by developing a community engagement plan
- Evaluate and improve services to equitably serve all of Tacoma
- Develop a strategy to manage our natural assets to cultivate livable and attractive neighborhoods
Employees: Foster a safe culture with open communication and professional development.

What are we going to do?

- Develop a communications strategy
- Develop a training strategy that grows industry leaders for tomorrow
- Develop a safe culture built on trust and conversation
Operations:
Operate our utility through best practices and innovation to meet changing community and environmental needs.

What are we going to do?

- Integrate the cultures of asset management and the Environmental and Sustainability Management System (ESMS) throughout the organization and implement programs that are consistent with the ISO requirements

- Transparently manage our finances and 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 planning efforts
Ice Breaker

What’s one thing you want to make sure we don’t forget or you fear about the Strategic Plan?
<table>
<thead>
<tr>
<th><strong>Customers</strong></th>
<th><strong>Employees</strong></th>
<th><strong>Operations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike, Alan, Shauna, Joe</td>
<td>Sally, Slevin, Burk, Dan, Andy, Craig, Hugh</td>
<td>Amy, Geoff, James, Judy, Lewis, Stuart</td>
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<tr>
<td>Gary, Jim, Jody, JO, Schmidt, Standley, Amanda</td>
<td>Jody, Geoff, Gary, Schmidt, Amy, Stuart</td>
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</table>
Next Steps

- ESC Meeting, Thursday, September 7th
- Nine What Focus Groups
  - Department-wide invitation
  - Sign-up now!!!
- Study Session, Tuesday, September 19th
- Neighborhood Council Meetings
- Director Quarterly Meetings
- Review Action Items with Management
Thank You

Workshop Debrief – Gary’s choice

The Swiss