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**

**WHAT’S:**
1. Environment
2. Equity
3. Engagement

**Employees**

**WHAT’S:**
1. Communication
2. Training
3. Culture

**Operations**

**WHAT’S:**
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?

- Define our role in planning for a greener Tacoma with attractive neighborhoods and clean waterways
- Evaluate and improve services to ensure they are equitable
- Increase environmental stewardship through community engagement
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
- Focus Groups

Plan
- Director Review
- Department Review

March - April
- May - August
- July - September
- October - December
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
  - Environment
  - Equity
  - Engagement

- Employee Focus Teams
  - Communications
  - Training
  - Culture

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

- Responsibilities
  - WHY and HOW
  - Prioritize and coordinate Initiatives
  - Focus Team selection process
  - Report progress to employees and stakeholders

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

- Sponsored by Director
Focus Teams

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

- Team Membership
  - Lead
  - Staff representing each division and all levels

- Sponsored by Division Manager or ADM
- Membership changes with Initiatives
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<tr>
<th></th>
<th>Round 1</th>
<th>Round 2</th>
<th>Round 3</th>
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<tbody>
<tr>
<td><strong>Customers</strong></td>
<td>Mike, Sally, Geoff, Amy, Eric, Lewis, Hugh</td>
<td>Amanda, Gary, Steve Standley, Jody, John B, Stuart, Dan</td>
<td>John O, Judy, Jim P, Craig, Andy, Steve Schmidt, James C</td>
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Next Steps

- Employee Presentations of Final Draft
- Go Live in January
  - Implementation Team
  - Employee Communication Focus Team
- Council Presentation in early 2018
THANK YOU!!!

Join us at 4:13 for a Strategic Planning Vision Tour with Johhny O.