Retreat Agenda

- Ice Breaker
- Recap Employee Workshops and Stakeholder Interviews
- ES Why
- How and What’s Overviews
- Switch #1 & Switch #2
- Finalize How and What’s
- Management Workshop & ESC Meeting Strategy
- Retreat Summary and Takeaways
- Recipe for Success
Ice Breaker

What’s one thing you want to make sure we don’t forget or you fear about the Strategic Plan?
Management Workshop

Results: Top 10 from the Big Sort of 120 Priorities

<table>
<thead>
<tr>
<th>Culture:</th>
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<tbody>
<tr>
<td>Empowerment/Continuous Improvement/safe/teamwork/trust</td>
<td>33</td>
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<tr>
<td>Improve &amp; Protect the Environment</td>
<td>20</td>
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<tr>
<td>Healthy Community</td>
<td>18</td>
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<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>
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<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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<td>Budgeting/Fiscal Management/ Rate &amp; Fee Structure</td>
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<tr>
<td>Employee Training</td>
<td>8</td>
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Employee Workshops

Josh, Joe, Chris, Mark, Kurt, Norm & (Al)
Stakeholder Interviews
Council, STC & City Manager
Shane & Jess
ES Why

Shane & Jess
Environmental Services

We believe that everything we do supports thriving neighborhoods and a healthy Puget Sound so that we leave behind a better Tacoma for all.
We believe:

Thriving Neighborhoods + Healthy Puget Sound = A Better Tacoma

#ABetterTacoma  #ThisIsOurTown  #ThinkTheBiggestThat’sEverBeenThunk
Employees How and What’s Overview

Josh, Jess, Norm & Kurt
Employees How:
Foster a safe culture of open communication and professional development.

Employees What’s:

- Develop a communications strategy
- Develop a training strategy that grows national leaders for tomorrow
- Develop a safe culture built on trust and inquiry
Employees What’s:
Develop a communications strategy

• Form cross-functional & cross-divisional teams (team of teams modeling)
  • Teams formed to brainstorm ideas, develop processes & technology;
  • Teams working on department wide goals or initiatives, projects;
    • resources and reuse, tree canopy goal, waste reduction goal
• Develop an information forum
  • Employee blog, Q&A, potential to partner with 311
• Meetings – how to capture and disseminate information
  • 50 meter, Quarterly, DM, ADM, Team
• What do we do? - elevator speech
Employees What’s: Develop a training strategy that grows national leaders for tomorrow

• Active management participation in employee training and professional/skill development – incorporate succession planning
• Department-wide coordinated and integrated safety plans
• Professional development plan for women and minorities – training, mentoring
• Employees have information and tools necessary to do their job – transparent processing for acquiring tools and equipment
• Networking and rapport building
• Mentoring program
Employees What’s:
Develop a safe culture built on trust and inquiry

- Autonomy – less micromanaging
- Value safety – find and fix, report problems when identified, intercede and help where necessary,
- Promote teamwork – our strength is in each other
- Facilitate continuous improvement – focus on the process not people
- Encourage fair and equitable treatment – equity team support
- Workforce reflects the community we serve
- Empowerment Those closest to the work make decisions
- Positive culture – our leaders will be coaches not commanders
- TOP awards/public recognition – shouldn’t get backlash for good work
- Networking and rapport building
- Benefits and alternative work schedules
- Develop community volunteer program for employees
- Training for supervisors: Employees are people first. It is your job to care for your (all) employees. (Death or Birth, Medical Issues)
Customers How and What’s Overview

Mike, Joe, Shauna & (Al)
Customers How:
Provide customer-valued services to meet the needs of our diverse community.

Customer What’s:

- Partner in environmental stewardship by developing an external community engagement plan
- Evaluate and improve services and programs to equitably serve all of Tacoma
- Provide equal access to green space to enhance quality of life
Customers What’s:
Partner in environmental stewardship by developing an external community engagement plan

- Partnering
  - Education and outreach
    - We need to tell our story
    - User-friendly, educational interaction
    - Listen & partner with community
  - Healthy Homes, Healthy Neighborhoods
  - Neighborhood Councils
  - EnviroChallengers
  - Interagency coordination plan
    - Public (Metro Parks; Tacoma School District, etc.)

- Welcome packet for new customers
- Improve user interface
- Lead by example – practice what we preach
- Develop a customer feedback loop
- Transparency
  - Who do I call?
  - What’s my money spent on?
Customers What’s:
Evaluate and improve services and programs to
equitably serve all of Tacoma

• Equitable and affordable
  o Incentive programs
  o Loans
  o Low income programs
  o Special needs services
  o Field service audits (appropriate rate charge for service)
  o Repayment plans

• Multi-family
• Uninterrupted services (*here, or under Effective Operations?)
Customers What’s: Provide equal access to green space to enhance quality of life

- Support livability, walkability
- Encourage smart development
- Emergency response / climate change
- Green area ratio
- Reduce blight
- Urban forestry / open space
  - Tree canopy goal for each neighborhood
- Access to natural resources, waterways
- Pollution prevention
- Source control
Effective Operations
How and What’s Overview
Karen, Shane, Chris & Mark
Effective Operations How:
Operate our utility efficiently through best practice and innovation to meet changing community and environmental needs.

Effective Operations What’s:

- Fully implement an asset management program for all ES assets that is consistent with the ISO requirements
- Develop a data management plan to break down silos through the sharing of information
- Integrate ES planning with other city-wide and stakeholder planning efforts
Effective Operations What’s:
Fully implement an asset management program for all ES assets that is consistent with the ISO requirements

- Fully map out business processes including role identification and responsibilities within one workgroup per year
  - Define measurables, develop tracking systems, fully define SOPs
- Fully utilize SAP to implement work processes and track actual costs for assets – currently lack resources
- Will address lifecycle costs, data driven decisions, etc.
Effective Operations What’s: Develop a data management plan to break down silos through the sharing of information

- Develop transparent budgeting and operation dashboards
  - Staff at all levels have some understanding of where we are at with budget as well as operationally and performance wise
- Manage our finances effectively; evaluate rate structure equal equitable allocation of costs
  - Stormwater and wastewater infrastructure, capital improvements
  - Every supervisor at cost center, ADM at a couple cost centers, understand budget variance – what costs are coming, what they can/can’t spend, what are the drivers – information needs to be shared amongst all staff levels as appropriate
  - How to set up a budget and what’s gone into the budget
  - CIP planning
  - What’s does funded/not funded mean – what are the trade-offs
Effective Operations What’s: Develop a data management plan to break down silos through the sharing of information.....continued

- Define the selection and prioritization of CIP projects includes an evaluation of expected O&M costs – before CIP is created and during biennium
- Decisions based on data / science
- Address file shares, SharePoint, training, SOPs, records retention schedule, hire ES records manager
- Seamlessly integrate multiple data sets to make it look like one system to end user
Effective Operations What’s:
Integrate ES planning with other city-wide and stakeholder planning efforts

- Evaluate all current planning efforts
  - Refine, update and implement while making the information readily available for employees
- Develop/update comprehensive plans to plan for future needs within the community, i.e. Wastewater Comprehensive Plan
  - Plans would address resiliency, future CEDD planning, environmental needs
- Waste recovery / energy efficiency / water reuse
## Switch #1

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<thead>
<tr>
<th>Effective Operations</th>
<th>Josh, Norm, Shauna, (Al)</th>
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<tbody>
<tr>
<td>Customers</td>
<td>Karen, Mark, Jess, Kurt</td>
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<tr>
<td>Employees</td>
<td>Mike, Joe, Shane, Chris</td>
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THINK Texas BIG Lunch
### Effective Operations

<table>
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<tr>
<th>Category</th>
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<tr>
<td>Customers</td>
<td>Shane, Chris, Josh, Norm</td>
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<tr>
<td>Employees</td>
<td>Shauna, (Al), Karen, Mark</td>
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Finalize How and What’s

All back to original sub-groups
Present Final
How and What’s
Team of Rock Stars
Management Workshop and ESC Meeting Strategy

Shane & Jess
Next Steps

- Nine What Focus Groups
- Finalize Stakeholder Interviews
- Schedule Neighborhood Council Meetings
- September Quarterly Meetings – late but not too late
- Green Tacoma Day ES Competition
- Existing ES Networks (Toastmasters, Unions, others?)
- Department-wide Communication (advertise for What Focus Groups)
Mark Your Calendar

- Hilltop Action Coalition, Tonight @ 6:00 PM
- ES Equity Team, Thursday, August 24th
- Workshop with Management, Thursday, August 31st
- Next Team Meeting, Tuesday, September 5th
- ESC Meeting, Thursday, September 7th
- Study Session, Tuesday, September 19th
One last thing......
Recipe for Success