Overview

- Background
- Research
- Outreach
- Development
- 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

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
Stakeholder Outreach

- City Departments
- School District
- Health Department
- Hilltop Action Coalition
- Neighborhood Councils
- Environmental Services Commission
- Infrastructure, Planning & Sustainability Committee
- Sustainable Tacoma Commission
- Government Performance & Finance
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**
- Communication
- 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 Summary

- Belief that we are ALL things environmental
- National leaders
- Continue the conversation
  - Improve communication
- Summaries are 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
Customers:

Partner on affordable customer-valued services to meet the needs of our diverse community.

- Branding & Customer Communications
- Equity & Affordability
- The Environment
Employees:

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

- Communications
- Training
- Culture
Operations:

Operate using best practices and innovation to meet changing environmental and community needs.

- Business practices
- Financial Management
- Planning
Next Steps

- Nine Focus Groups with Employees and Stakeholders
- Neighborhood Council Meetings
- Communicate through 2025 lens
- Draft Plan in October
2018-2025 Environmental Services Strategic Plan

City of Tacoma
Environmental Services

Tacoma City Council Study Session
September 19, 2017