Strategic Planning Workshop with Environmental Services Management Team

Environmental Services Strategic Plan 2018-2025

June 23, 2017
Workshop Agenda

✓ Overview
✓ Research Phase
  ✓ Retreat Summary
  ✓ Customer Survey
  ✓ Employee Satisfaction Survey
✓ Outreach Phase
  ✓ Employee BBQ
  ✓ Mission, Vision & Values
  ✓ ESC & Stakeholder
  ✓ Think Big Survey & Employee Workshops
✓ The Biggest Sort
Planning Team Goals

- Open & Transparent
- Include Full Spectrum Voice
- Stakeholder Outreach
- Evaluate Large City Goals
  - Tacoma 2025
  - Equity Lens
  - Environmental Action Plan
- Goals & Strategies will be:
  - Smart, meaningful
  - Streamlined
- The plan will serve as our agenda and guide decisions
- “THINK BIG” and push the envelope
Planning Process

- **Research**
  - Internal
  - External

- **Outreach**
  - Stakeholders
  - Department Employees

- **Development**
  - Goals
  - Strategies

- **Plan**
  - Director Review
  - Department Review

- **Timeline**
  - March - April
  - May - August
  - July - September
  - October - December
Research Phase: Background

- Tacoma 2025
  - Livability
  - Education
  - Civic Engagement
  - Economy & Workforce
  - Equity & Accessibility
- Equity & Empowerment Framework
- 2013-2018 Strategic Plan
  - Division Implementation Plans

- Environmental Action Plan
  - Buildings & Energy
  - Transportation
  - Material Management
  - Natural Systems
  - Air & Local Food
  - Climate Resiliency
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
Focus Areas & Themes for 2025

Focus Areas
- Effective Operations
- Employees
- Customers
- Environment

Themes
- Continuous Improvement
  - Efficiency
  - Innovation
- Equity
  - Organizational Justice
- Transparency
  - Communication
Customer Surveys

National Citizen Survey 2014
Tacoma Resident Access/Use of Technology 2016
E.S Customer Service Satisfaction Survey 2017
Equity among different demographics & neighborhoods remains a challenge
Lack of trust of our City government and a sense of dishonesty
Our means of communicating with customers is outdated
  Using mailers and/or our outdated website are not efficient
Continued lack of knowledge of ES
  How dollars are being spent
  About our programs
    Example: Only ½ of residents know our stormwater is not treated
    Not aware of the importance of reducing their carbon footprint
    TAGRO, EnviroChallenger, EnviroHouse
Clear desire to increase spending on road repairs in Tacoma.
2016 Employee Satisfaction Survey

2016 City of Tacoma Employee Survey

All Employees

May 2016
Employee Satisfaction 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,
Outreach Phase

- Stakeholder Workshop (ESC)
- City of Tacoma Department Interviews
- Employee Surveys, Satisfaction Survey, & Workshops
Question #1: - Why does ES exist?

Our Purpose
Question #2: - Why do you work for ES?
Mission, Vision & Values

This Takes You In Circles

**Vision?**
Rather than making a vague statement of the company’s future (“To be the world’s leading…”)

**Values?**
Rather than a list of benign, “me-too” core values that any company could claim...

**Mission?**
Rather than talking about your products, services or corporate objectives and strategy....

This Takes You Into Orbit

**Purpose**
Simply state the change you are trying to bring about.

**Way**
Focus on the few unique ways you will make it happen.

**Impact**
Say how it will make the world and people’s lives better.

**Stage 1**
Focus on the change you are trying to bring about.

**Stage 2**
Focus on the few unique ways you will make it happen.

**Stage 3**
Say how it will make the world and people’s lives better.
Stage 1 – Your Purpose

“To give everyone the freedom to fly and bring joy back to air travel.”

Purpose

Stage 1
Simply state the change you are trying to bring about.
Stage 2 – Your Way

“We control costs to keep fares down, and focus on fun and humor – rather than peanuts and perks – to provide a great experience.”

Stage 2
Focus on the few unique ways you will make it happen.
“When more people can go more places in the world – to make new connections, laugh with loved ones, and share experiences – life will be richer, and humanity will be brought closer together.”

Stage 3 – Your Impact

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<th>Stage 3</th>
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<tr>
<td>Say how it will make the world and people’s lives better.</td>
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Impact
GE mission statement 2013

GE doesn’t have an official mission statement, but presents it through GE Works Equation. It can be found in the picture below.

This is how GE explains it:

“We have a relentless drive to invent things that matter: innovations that build, power, move and help cure the world. We make things that very few in the world can, but that everyone needs. This is a source of pride. To our employees and customers, it defines GE.”
Environmental Services Commission Workshop

Vison for Tacoma’s Environmental Future

How do we better serve our Customers?
**Strengths**
- Recovering Value from our Waste Streams
- Future is Greener & Better
- Facilities (WWTP, Transfer Station)
- National Leaders
- Solid Waste has eyes on every parcel weekly
- Neighborhood Identity

**Weaknesses**
- 10 Communication Items
- We do not practice what we preach
- Citizens don’t know ES or where 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)
- Multi-use Facilities
- The Next Generation
- Educate our Children
- HS & College Interns

**Threats**
- Climate Change
- Density
- Change in Regulation
- Communication
- Lack of Trust in Government
- Costs
## Stakeholder Interviews

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<tr>
<th>Stakeholders</th>
<th>Office of Management &amp; Budget</th>
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<tbody>
<tr>
<td>Public Works</td>
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<tr>
<td>Tacoma Public Utilities: Water</td>
<td>*Tacoma School District</td>
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<td>Neighborhood &amp; Community Services</td>
<td>*Finance</td>
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<td>Community &amp; Economic Development</td>
<td>*Tacoma-Pierce County Black Collective</td>
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<td>Planning &amp; Development Services</td>
<td>*Hispanic Roundtable of Puget Sound / Latinos Unidos South Sound (LUSS)</td>
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<td>Information Technology</td>
<td>*Asian Pacific Cultural Center</td>
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<td>Human Resources</td>
<td>*Hilltop Action Coalition</td>
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<td>Equity &amp; Empowerment</td>
<td>*Associated Ministries</td>
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<td>City Managers Office</td>
<td>*Immigrant &amp; Refugee Task Force</td>
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<td>Tacoma Pierce County Health Department</td>
<td>*Council &amp; Mayor</td>
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Belief that we are ALL things Environmental
Continue the conversation
Improve Communication – Tell our story (elevator speech)
Public-Public Partnerships
Information helped to shape goals and strategies
Action items coming
Employee Meetings & Workshops

Science & Engineering Workshops
- Asset Management
- Environmental Programs
- Capital Delivery
- Office of the Environment & Sustainability
- Lab

Central Treatment Plant & Solid Waste identified for workshops by extending the outreach phase
Think Big Survey
65% Response Rate
Three Questions

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

- In what areas could the Department do better?
  - Communication
  - 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
  - Communication
Top 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 Priorities

Answered: 309  Skipped: 22

Ranking

- Building a culture of teamwork: 46.13%
- Supplementing training and support: 22.26%
- Focusing on succession: 15.76%
- Open communications across the organisation: 14.17%
- Building our workforce to retire: 10.34%
- Making data/feedback available: 14.29%
- Providing alternative benefits: 14.29%

Percentages: 1 2 3 4 5
### Customer Priorities

Answered: 299  
Skipped: 32

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<thead>
<tr>
<th>Ranking</th>
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<th>3</th>
<th>4</th>
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<tr>
<td>Offering affordable rates</td>
<td>42.91%</td>
<td>32.09%</td>
<td>12.32%</td>
<td>12.67%</td>
<td>8.83%</td>
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<td>Providing more information and promoting</td>
<td>19.03%</td>
<td>33.45%</td>
<td>22.54%</td>
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<td>Using social media and/or other technology</td>
<td>10.38%</td>
<td>3.72%</td>
<td>11.15%</td>
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<td>Partnering our workforce with schools to provide...</td>
<td>10.73%</td>
<td>19.59%</td>
<td>23.24%</td>
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<td>Offering opportunities for diverse public...</td>
<td>16.96%</td>
<td>19.59%</td>
<td>23.24%</td>
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Legend:
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# Environmental Priorities

Answered: 302   Skipped: 29

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- **Focusing on recycling/re-use**
- **Focusing on energy efficiency**
- **Focusing on water pollution prevention**
- **Engaging more community members...**
- **Continuing to lead by example in our work**
- **Promoting the use of more green stormwater...**
# Effective Operations Priorities

Answered: 302  Skipped: 29

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Using data to support decision making</th>
<th>Streamlining work processes to improve...</th>
<th>Using technology to improve efficiency</th>
<th>Collaborating with partner organizations</th>
<th>Developing key performance indicators</th>
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Strategic Planning Team – June Retreat

• Compiled & Reviewed Goals from the Outreach Phase
• The Biggest Sort: distilled 120 goals into 33 goals
The Biggest Sort 2.0
The Biggest Sort

- Deal out your cards Vegas style
  - Take turns presenting cards to your group
  - Select the top 10 cards
  - Rank them 1-10

Order of Importance

1 Least to 10 Most
The Biggest Sort
Share the Most Important
What’s Next?

- Evaluate Most Important Focus Areas
  - Organize them into an Outline
  - Provide additional clarity
  - Seek input from employees & relevant stakeholders

- Look for
  - Director Quarterly Meetings in July
  - Division Management Team Updates
THANK YOU