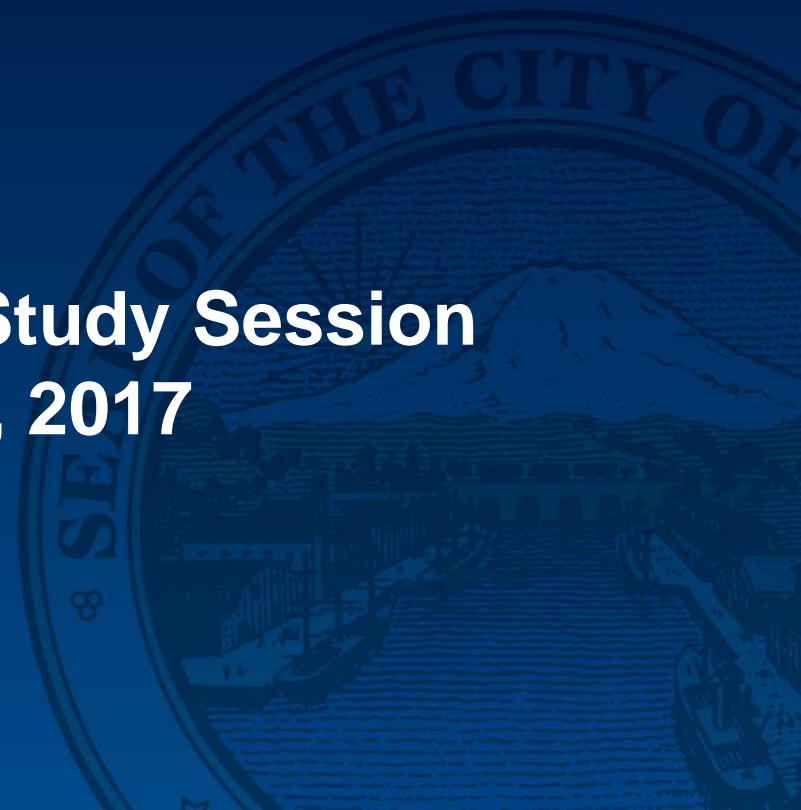


2018-2025 Environmental Services Strategic Plan

City of Tacoma

Environmental Services

**Tacoma City Council Study Session
September 19, 2017**



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

- 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?



[illegible]

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

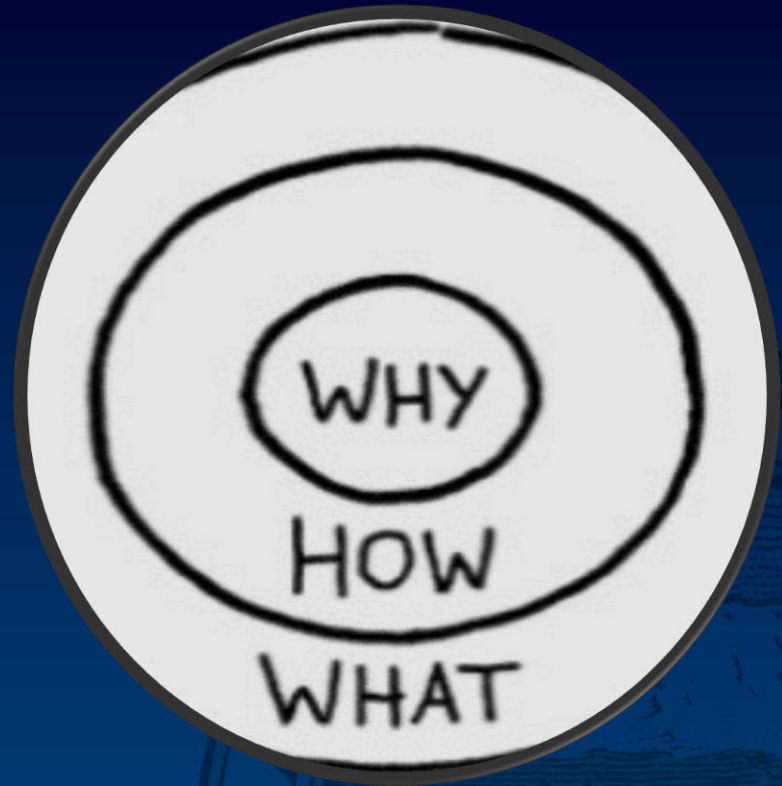
- Our Purpose.
- Our Motivation.
- The Reason we Exist!

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.

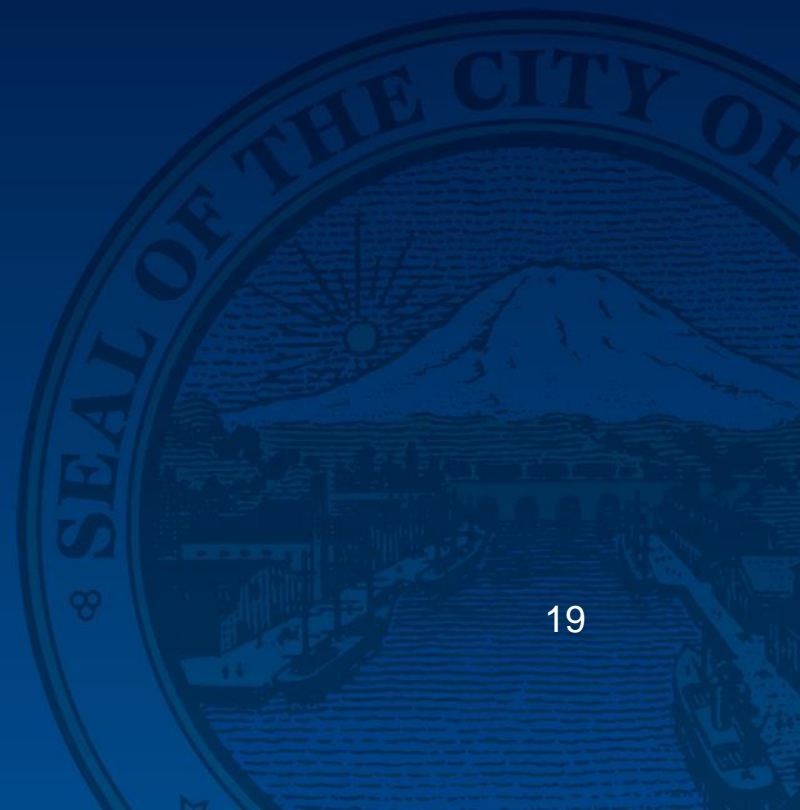
- Branding & Customer Communications
- Equity & Affordability
- The Environment



Employees:

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

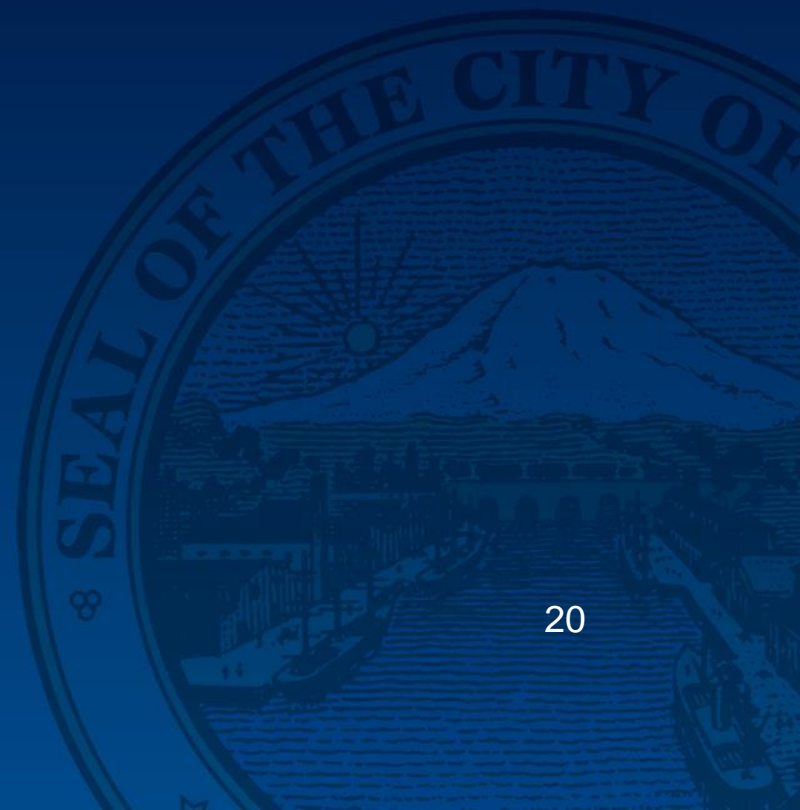
- Communications
- Training
- Culture



Operations:

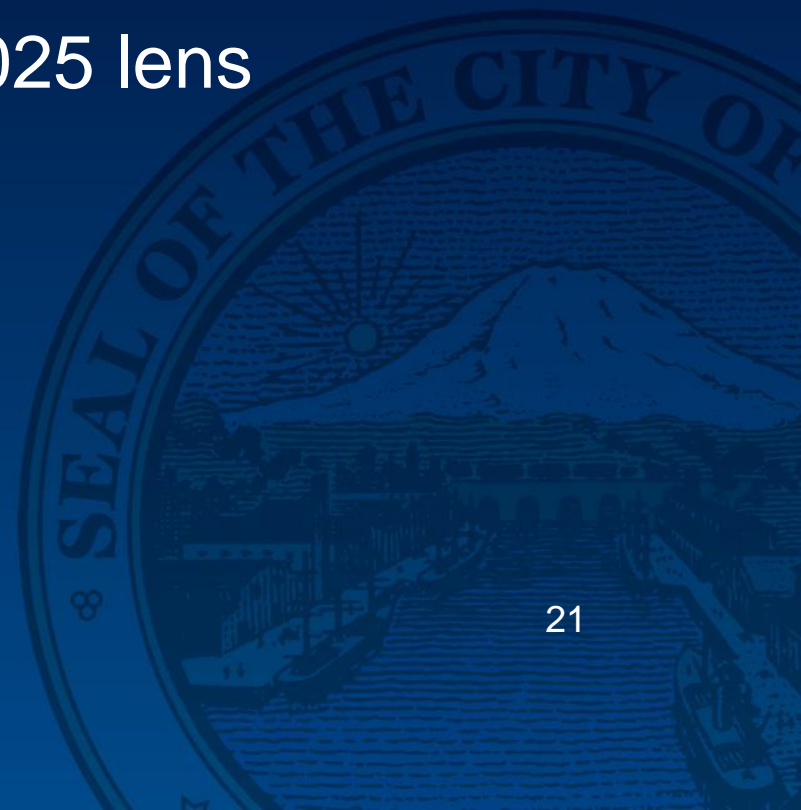
Operate using best practices and innovation to meet changing environmental and community needs.

- 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



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