

2018-2025 Environmental Services Strategic Plan

City of Tacoma

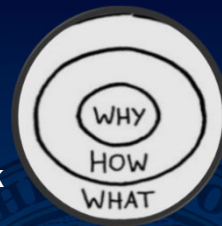
Environmental Services

Infrastructure, Planning, & Sustainability
Committee
May 8, 2019

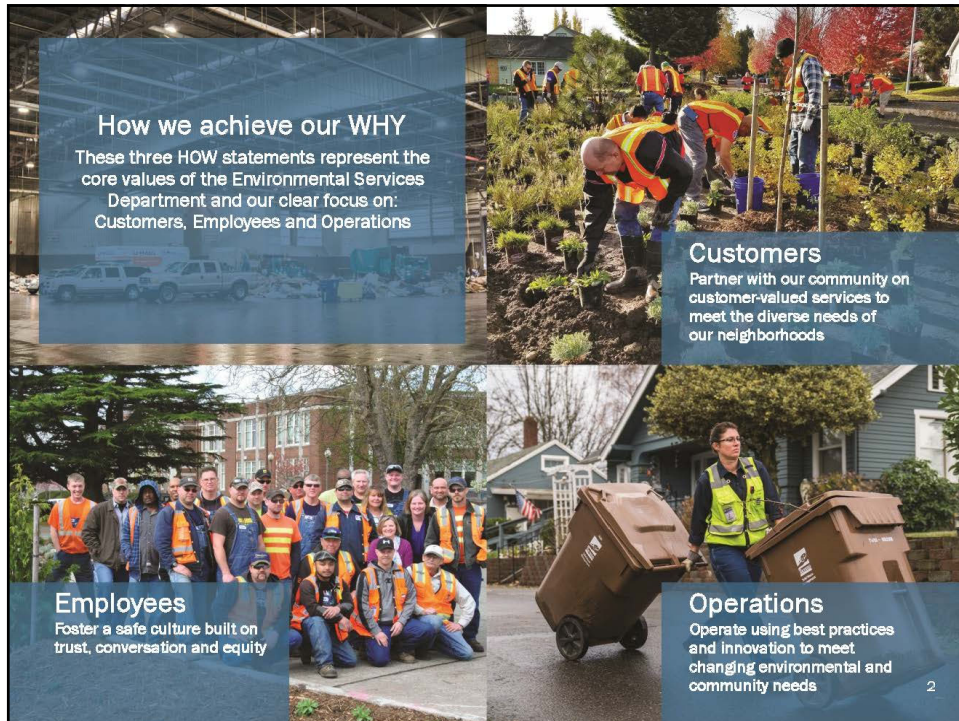


Overview

- Plan development and finalization 2017
- Plan implementation 2018 - present
 - Team of Teams approach
 - Continuous Improvement framework
- Lessons learned and Next steps



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How we achieve our WHY
These three HOW statements represent the core values of the Environmental Services Department and our clear focus on: Customers, Employees and Operations

Customers
Partner with our community on customer-valued services to meet the diverse needs of our neighborhoods

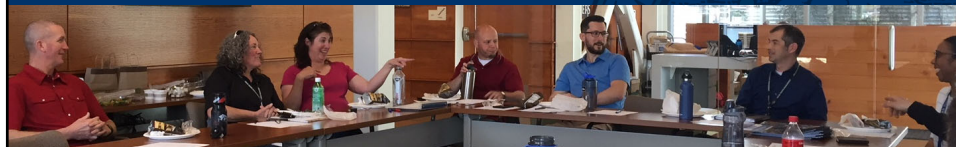
Employees
Foster a safe culture built on trust, conversation and equity

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

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Implementation Objectives

- Open & transparent
 - Move forward with Department-wide voice
- Continuous Improvement framework
- Team of Teams approach
 - Building cross-functional relationships, trust, and communication



Continuous Improvement (CI) 4i Framework

- Collectively learning the CI process
- Developing a culture of Continuous Improvement across our Department
 - Solving problems effectively and cross-functionally

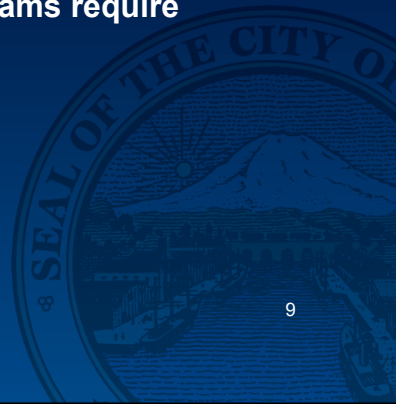


Continuous Improvement (CI) 4i Framework



Lessons Learned

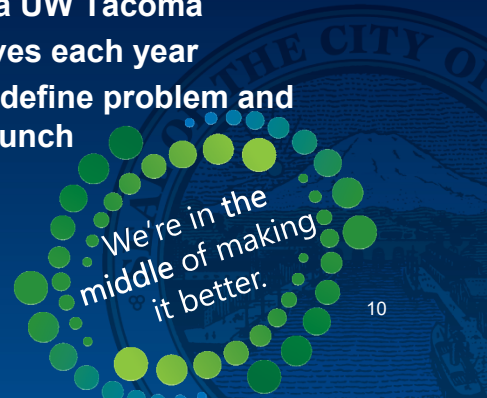
- ES employee are energized about improving our Department
- “Slow down to go fast”
- Resources for leads and teams require continuous improvement
- Change takes time



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Next Steps

- More, earlier training and support for leads and sponsors
 - Continuous Improvement
 - Lean Six Sigma via UW Tacoma
- Launch fewer initiatives each year
- Leads and sponsors define problem and scope before team launch



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