



Watershed Strategic Plan

2022 - 2027

TACOMA  **WATER**
TACOMA PUBLIC UTILITIES

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Watershed Services' Mission, Vision, Values



MISSION
Why do we exist?

We are stewards of the watershed, ensuring clean, reliable water for our customers, while providing ecological benefit to the region.



VISION
What is our aspiration?

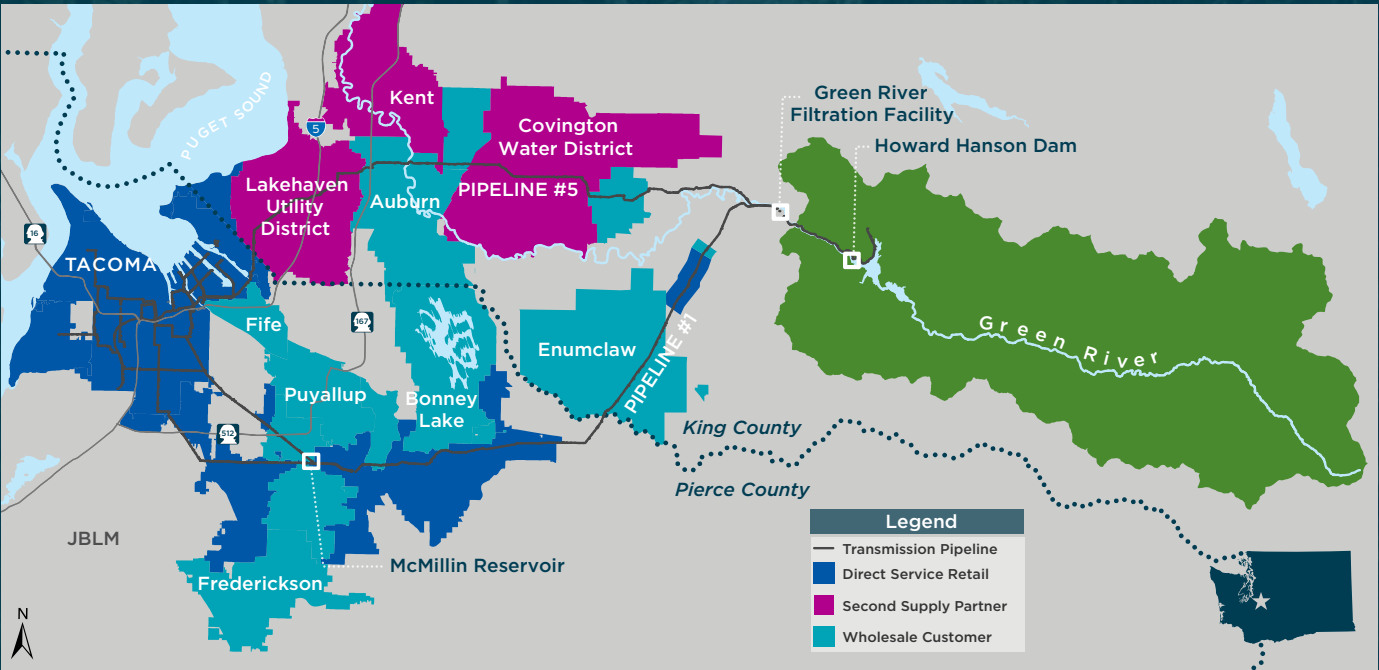
To create a more resilient watershed.



VALUES
What do we value?

Initiative	Stewardship
Relationship	Respect
Passion	Adaptability

Water Supply System



▲ The Green River Watershed is four times the size of the City of Tacoma and provides drinking water for most of the South Puget Sound region.



Focus Areas

Core competencies are areas in which Watershed Services (WS) must perform to deliver on our mission of clean, reliable water. Upon developing core competencies, WS management engaged staff for input on which competencies were most important over the next three to five years. Using the American Water Works Association’s Effective Utility Management Self-Assessment Tool, the core team worked with WS staff to rank each competency according to a relative level of importance and rate of achievement. The survey responses were collected, tabulated, and presented to WS staff. We discussed the results and selected a subset of the competencies as focus areas: leadership, resiliency, and source water protection. These competencies are important needs that don’t currently have robust management systems for implementation in place relative to the others.

LEADERSHIP	RESILIENCY	SOURCE WATER PROTECTION AND MONITORING (ACCESS AND CONTROL)
<ul style="list-style-type: none">Lead WS. Provide leadership and direction, employee development and mentorship, succession and strategic planning for the group, and quality assurance.Develop and maintain an organizational culture of participation and collaboration, dedicated to continual learning, improvement, and innovation.Assist in leadership of the Source Water and Treatment Operations Division and the utility, communicating and messaging corporate work, while coordinating internal and external groups. Assist in developing and implementing policy and strategy to deliver on the corporate mission of providing clean, reliable water.	<ul style="list-style-type: none">Anticipate, avoid, and respond to challenges. Staff works together internally and coordinates with external partners to anticipate and avoid problems. The organization has the skills, abilities and experience to use formal structures like the Incident Command System to respond to emergencies.Manage risk effectively.Develop and maintain processes that are proactive and consistent with industry trends and best practices to ensure business continuity.Forecast trends and strategically maneuver groups to respond.Ensure our organization is mature enough to recognize and seize opportunities, including the skills, abilities, and systems to support agile decisions.	<ul style="list-style-type: none">Protect the water supply of the city and region to include the ground that conveys and stores the water.Design programs to reduce risks to the drinking water supply, such as spill prevention and response, culvert maintenance, forest road safety measures, contractor environmental monitoring and compliance.Monitor regional threats, Department of Homeland Security issues, site-specific threats to operations, and appropriately respond.

Objectives

The core team developed a list of objectives for each focus area. These objectives are intentionally high-level and aspirational to provide general guidance for decisions and activities in the next three to five years and ensure they align with the WS mission and vision. Draft objectives also received review and input from upper management.

LEADERSHIP	RESILIENCY	SOURCE WATER PROTECTION AND MONITORING (ACCESS AND CONTROL)
<p>1. Develop servant leadership</p> <p>We engage staff, incorporating feedback and solutions while identifying and stating priorities, assignments, responsibilities, and expectations.</p> <p>2. Create a workplace where staff can grow</p> <p>We create a workplace where employees are engaged, and leadership and professional development opportunities are available to staff.</p>	<p>3. Increase our understanding</p> <p>We increase resiliency through identifying and deepening our understanding of critical risks, opportunities, and trends that would affect our ability to deliver on our mission.</p> <p>4. Prepare the watershed for the future</p> <p>We prepare our workforce, programs, and managed assets for the future.</p> <p>5. Improve emergency response capabilities</p> <p>We acquire the training, confidence, and experience to effectively respond to emergencies in the watershed.</p>	<p>6. Assess and focus protection, restoration, and acquisition work on a landscape scale</p> <p>We think and act at a landscape scale, to deliver the highest quality water and regional benefits possible.</p> <p>We actively engage other watershed landowners to ensure their activities are consistent with our core mission.</p> <p>7. Implement efficient and effective watershed management programs</p> <p>We regularly evaluate our programs to ensure our efforts have the greatest impact on protection and stewardship of the source.</p>



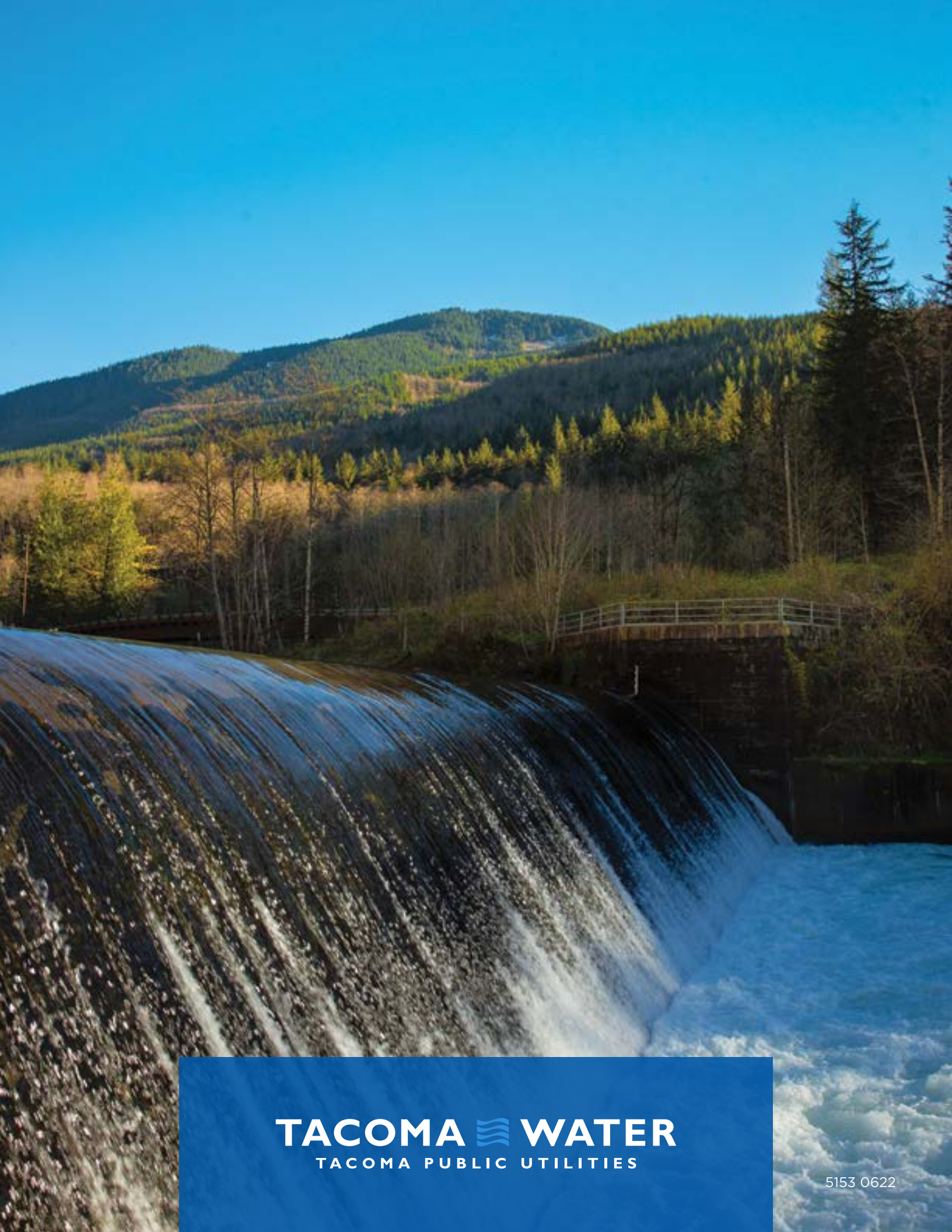
Selected Initiatives

WS crafted a list of 57 initiatives and through screening refined that list to the 16 shown in the table below.

FOCUS AREAS	OBJECTIVES	INITIATIVE #	INITIATIVE NAME
LEADERSHIP	1. Develop servant leadership	1	Financial Accounting Coordination
	2. Create a workplace where staff are able to grow	2	Inspector Staffing
RESILIENCY	4. Prepare the watershed for the future	3	Environmental Obligations Status
	4. Prepare the watershed for the future	4	Forest Management Plan
	4. Prepare the watershed for the future	5	Information Management and Maintenance
	3. Increase our understanding	6	Storm Response Planning
	3. Increase our understanding	7	Watershed Modeling Tools
	4. Improve emergency response capabilities	8	Wilderness First Aid Training
RESILIENCY & SOURCE WATER PROTECTION AND MONITORING (ACCESS AND CONTROL)	4. Prepare the watershed for the future	9	Forest Management Zone (FMZ) Reallocation
	7. Implement efficient and effective watershed management programs	9	Forest Management Zone (FMZ) Reallocation
	3. Increase our understanding	10	Quantitative Watershed Monitoring
	6. Assess and focus protection, restoration, and acquisition work on a landscape scale	10	Quantitative Watershed Monitoring
SOURCE WATER PROTECTION AND MONITORING (ACCESS AND CONTROL)	7. Assess and focus protection, restoration, and acquisition work on a landscape scale	11	Emergency Response Exercise
	7. Implement efficient and effective watershed management programs	12	Noxious Weed Management Program
	7. Implement efficient and effective watershed management programs	13	Red Book Review and Update
	7. Assess and focus protection, restoration, and acquisition work on a landscape scale	14	Restoration Documentation
	7. Implement efficient and effective watershed management programs	15	Road Brushing and Ditch Maintenance Program
	6. Assess and focus protection, restoration, and acquisition work on a landscape scale	16	Watershed Land Analysis

Monitoring, Revision, and Communication

This document serves as the baseline for what will require continuous adjustment. We will revisit it regularly through monitoring, revision, and communication to our stakeholders. It will guide our work over the next several years.



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