Watershed Strategic Plan

2022 - 2027

Tacoma Water
Tacoma Public Utilities
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
- Relationship
- Passion
- Stewardship
- Respect
- 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

1. Develop servant leadership
   We engage staff, incorporating feedback and solutions while identifying and stating priorities, assignments, responsibilities, and expectations.

2. Create a workplace where staff can grow
   We create a workplace where employees are engaged, and leadership and professional development opportunities are available to staff.

RESILIENCY

3. Increase our understanding
   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.

4. Prepare the watershed for the future
   We prepare our workforce, programs, and managed assets for the future.

SOURCE WATER PROTECTION AND MONITORING (ACCESS AND CONTROL)

6. Assess and focus protection, restoration, and acquisition work on a landscape scale
   We think and act at a landscape scale, to deliver the highest quality water and regional benefits possible.

7. Implement efficient and effective watershed management programs
   We regularly evaluate our programs to ensure our efforts have the greatest impact on protection and stewardship of the source.

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.

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### Selected Initiatives

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

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

**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.