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**CITY OF OLYMPIA  
MEETING FACILITATION FOR ANNUAL CITY  
COUNCIL PLANNING RETREAT  
REQUEST FOR PROPOSAL**

AUGUST 2, 2021

HELPING PROJECT TEAMS COMMUNICATE



AUGUST 2, 2021

SUSAN GRISHAM, EXECUTIVE ASSISTANT—RFP COORDINATOR  
CITY OF OLYMPIA  
601 FOURTH AVENUE E  
OLYMPIA, WA 98501  
SGRISHAM@CI.OLYMPIA.WA.US

Dear Susan,

A Council retreat can be an incredibly valuable event and process that builds relationships, engages participants in meaningful discourse about critical City goals and aspirations, and that sets a framework to establish the Council's workplan for the coming year. With the diversity of initiatives and issues in front of the City right now and the potential addition of new Councilmembers, the City of Olympia's 2022 Council's retreat will be especially important. Communication Resources Northwest (CRNW) stands ready to support the Olympia City Council in designing, facilitating, and documenting a meaningful retreat process that is rich in discussion, respectful in engagement, and directive of future action.

Our team is uniquely qualified to help the Council with this retreat, with our expertise in high-impact, high visibility facilitation, knowledge of the issues facing the City right now, and with experience working with the existing Council. We hope the City has seen our dedication to your goals, our expertise in creating a value-focused facilitation environment, and our ability to use tools to overcome challenges in the facilitation environment such as the potential need to move the work into a virtual environment.

## Ideal Candidate Criteria

Our team offers the City experience and credentials in each of your 'ideal candidate factors':

### **Help build mutual understanding, trust, and transparency among Councilmembers.**

We are well versed with working with a diversity of elected and appointed decision-makers with experience at the City of Olympia, the City of Seattle, WSDOT, the Bonneville Power Administration, Snohomish County, King County, and Pierce County.

Our facilitation team regularly works at high levels of public organizations to facilitate informed decision-making, integrating a breadth of experience levels and agendas into a common focus in which work can be accomplished in a respectful and open manner. We have helped leadership teams define mission and values, develop strategic plans, resolve issues, and facilitate the design or construction of critical infrastructure. We start our process by learning about our participants, oftentimes interviewing each one prior to the session to understand their perspectives and provide information necessary to help them be most present and productive in the future facilitated sessions.

### **Demonstrated knowledge/experience working with organizations navigating issues of social justice and racial equity**

Social justice and racial equity are foci of most of our current work in both the public and the private sector. We are at a societal inflection point, and leaders from across organizations must integrate new ways of thinking and engaging with each other and their constituents in new ways. The CRNW team has been engaged in social justice and racial equity issues for years, including designing the first social justice and equity train-the-trainer program for King County, designing programming in non-discrimination and anti-harassment for King County, and developing training programming for Pierce County.

Our team also spent several years supporting the Snohomish County Human Rights Commission as volunteers while Meg Winch was chair. Currently, we are supporting the City with facilitating the transition of the Equity and Social Justice Founding Member Work Group, providing detailed research and information to support the group's recommendations. And we are the consulting team assisting the City with the Reimagining Public Safety initiative. All of this work informs how we will work with the Council to integrate these issues in a respectful and appropriate manner into planning discussions.

### **Demonstrated knowledge of and experience working with organizations going through transformation, using Change Management concepts**

Our facilitation team is well-versed in how to work with changing organizations, with a particular focus on how leaders can make the change process less stressful for employees and transparent relative to goals, metrics, and requirements. We also work with leadership teams to analyze and discuss the breadth of consequences of their actions, including unintended consequences and their potential impact on the community. We discuss how to enact change, communicate change, and see change through to achieve desired results, when appropriate.

With a deep familiarity with a broad spectrum of change management research across a breadth of social science paradigms, we integrate appropriate frameworks into our work with teams in a logical manner that facilitates open, respectful discussion and leads to more informed decision-making. Importantly, we do not use a single framework or common methodology across retreats or facilitated events; rather, we have a unique ability to tailor our approach to the needs of the group and the situation, leveraging change management and group dynamic frameworks in ways that help groups achieve more out of the facilitated event.

### **Create opportunities for full involvement and respectful participation in group discussion**

We are grateful for this requirement. Too often, social styles, MBTI, behavioral styles, etc. frameworks are used as facilitation 'schticks' to fill time in facilitated events vs. adding real value. While personality/style research is certainly important as a key part of leadership training, for a Council retreat, we believe we must achieve maximum value out of each minute of Council time, focused on achieving value for the City and residents/constituents. We prefer to help participants frame perspectives and comments with a focus on what the Council is trying to achieve with the event, using the limited time to resolve issues, plan for the future, and establish the framework for future strategic planning.

We can facilitate full involvement and respectful participation in two key ways: First by being good facilitators, managing the conversation and managing conversations to keep the group focused on the issues at hand, while enabling a diversity of commentary; and second by establishing clear guidelines for the retreat at the start, getting Council support for how they will work together. If needed, we can provide information for Councilmembers prior to the retreat about how to best work in a retreat environment, but we do not recommend spending valuable time in the session to perform what should be part of a leadership training.

### **Help the Council create a targeted set of achievable goals and agreements**

We believe in the value of informed facilitation with an achievable agenda focused on where the Council needs to be at the end of the retreat. We would work with Councilmembers and key City staff prior to the retreat to understand what needs to be achieved in the retreat, get fully informed about those issues and needs, and then design a timed but flexible agenda that will enable the Council to come to achievable goals and agreements.

We will ask what the Council needs out of the retreat, what challenges Council has had in prior retreats, and how the retreat goals and agreements needs to inform future Council and City action. This information will guide the development of the agenda and the process, with the goal of creating lasting agreements and achievable goals that will inform the Council's future planning and be useful in subsequent months of meetings as the Council and City staff seek to advance key initiatives for the City.

**Ensure the City Council and City staff management teams work in sync to create and accomplish the goals and objectives of the City**

With an understanding of how municipal government operates, we will work with Council and City staff to co-create an agenda and define how the results of the retreat should inform future Council and staff work and engagement. Based on this understanding, our team will work before the retreat, in the retreat itself, and in developing the documentation to make sure Council and staff have achievable action items and an understanding of how the goals and objectives can be achieved after the retreat.

We recommend establishing early how retreat-established goals and objectives can and should inform Council and staff action and how they need to be documented and measured after the retreat. In this way, the post-retreat work will be clearer and more easily tracked across the year until the next retreat. Ideally, Councilmembers and staff should come away with clear understanding of roles, responsibilities, and resources necessary to achieve goals and objectives post-retreat. We should also identify stretch-goals and objectives as well as those that require additional clarification and pre-work before any public commitments or decisions can or should be made.

**Form a respectful group dynamic that works efficiently on issues in an open public meeting environment**

As demonstrated in our Strategic Communication Planning work with Council earlier this year, our facilitation team is well-versed in working with leaders in a facilitated environment in the public context. We use core listening, clarification, and engagement strategies to move a leadership team through an agenda, providing ample opportunity to learn, discuss, and resolve in an environment where leaders feel safe to discuss and that showcases the best of City process to the public in the open public meeting.

We are also comfortable with preparing post-retreat documentation in a complete manner that accurately documents what occurred in the meeting and that the City can feel confident is an accurate representation of the meeting for the public record.

We have been your partner in devising new strategies for the how strategic communications are implemented in the City, and we are currently engaged with both the Equity and Social Justice Founding Members Work Group and the Reimagining Public Safety community Work Group. Through these contracts, we have learned a great deal about the City, your priorities, and your challenges with critical issues such as public safety, housing and homelessness, and climate change. We hope we have demonstrated to you the depth of our thinking, the breadth of our resources, our ability to be nimble and flexible in designing strategies for gathering information, engaging stakeholders, working productively in the virtual realm, and collaboratively producing planning documents that create clear paths forward for the City.

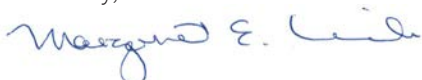
**Availability**

We understand that the two-day planning retreat will take place on January 14-15, 2022, either in person or virtually, depending upon COVID-19 restrictions at the time of the engagement. We understand that there will be pre-meeting research and planning conducted before the event and a final deliverable due by February 15, 2022. We confirm that we have the availability and team capacity to support this schedule. We are ready to support this project virtually as we have supported the City on previous and current work, but we can't wait to work with you face-to-face if possible. We have the tools, technology, and expertise to respond to the public health and timing needs of this process. The next six months may bring fluctuation in public health guidance; success in this process will require a team that can adapt our process to what the City needs, even shifting quickly to meet new requirements.

We enjoy working with the City and would be honored to support City Council with their strategic planning work. I hope we've communicated that you are a priority for our team and that the City's success is at the center of everything we do. If selected, this team will work tirelessly to deliver an inclusive, informed, and flexible retreat process that supports strong Council relationships and delivers actionable strategic and goals to support the Council in their important work for the City.

Thank you for your consideration.

Sincerely,



Margaret E. Winch, President, Communication Resources Northwest





CRNW works collaboratively with project teams and stakeholders to highlight and comprehensively document key discussion elements.

## 2. Work Sample

### **King County Wastewater Treatment Division Strategic Workforce Planning Retreat December 13, 2019; follow-up work is ongoing**

Communication Resources Northwest designed and facilitated a one-day strategic planning workshop with leaders of King County’s Wastewater Treatment Division. The group explored topics such as leadership strengths and weaknesses; how leaders want the Division to be perceived by County leaders, the public, and Division employees; communication expectations; strategies for improving the Division work environment; and future visioning in both the near and longer term.

This work provided direction and guidance for more detailed workforce planning that CRNW has and continues to support with additional workshop design and facilitation services. In the fall of 2020, we continued this work with workshops to refine the Division’s mission, vision, and values and set the group up for more in-depth workforce planning processes. Then, in early 2021, CRNW worked with the Project Planning and Delivery Section to explore workforce requirements to accomplish their six-year Capital Improvement Plan. In August 2021, we will conduct additional workforce planning workshops for additional Sections within Wastewater.

#### **Reference:**

Lisa Taylor, Project Planning and Delivery Section Manager  
King County Wastewater Treatment Division  
206-477-5474  
Lisa.Taylor@kingcounty.gov

### **Work Sample Documentation**

*Please find our sample document as an appendix to our proposal.*

### 3. Cost Proposal



We have provided a cost estimate based on our understanding of the scope of work and scaled within your available budget, reflecting our commitment to work within the City’s budget for this facilitation effort.

	MEG WINCH	SARA HALICKI	NOAH PYLVAINEN	STAFF	TOTAL
<i>Rate:</i>	\$275	\$175	\$150	\$105	
<b>Agenda Planning</b> • Work with the City Manager or designee(s) to design a detailed agenda for each day of the retreat, including clear delineation of timing, as well as virtual meeting or space requirements (pending status of COVID-19 phases), equipment, logistics and other inputs necessary for a successful retreat.	4	4	0	3	11
<b>Pre-Meeting Research</b> • Meet with Councilmembers and staff in order to develop the facilitator’s understanding of key issues, interpersonal dynamics, and other factors that should inform the group discussions at the Strategic Planning Retreat	4	4	0	0	8
<b>Meeting Facilitation</b> • Facilitate a two-day retreat with the City Council and selected staff in order to create a dynamic and productive retreat experience for participants. The use of live polling software and/or other innovative tools is encouraged but not required.	20	20	0	0	40
<b>Meetings Outcome Summary</b> • Produce a written document that summarizes the Council’s deliberations, including an overview document that lists City Council priorities in a summary format suitable for distribution.	2	4	4	2	12
<i>Subtotal Hours:</i>	30	32	4	5	71
<i>Subtotal Fees:</i>	\$8,250	\$5,600	\$600	\$525	
<b>TOTAL:</b>	\$14,975				



Lead Facilitator Meg Winch has been facilitating team engagement processes and leading trainings for more than 30 years.

## 4. Approach

When well facilitated, a retreat planning process can be an effective tool to establish the visionary framework necessary to drive action toward improved outcomes. With social distancing impacting the way we function in the world—and especially how we operate in our work environments—now more than ever, it is important to have a clear roadmap that inspires teams to work efficiently toward a common vision.

As a public entity, it is imperative that the Olympia City Council’s strategic plan function as an actionable framework from which you can respond to the needs of your community.

Backed by more than 30 years of experience, our team at Communication Resources designs and implements tailored strategic planning processes around the needs and expectations of our clients. Our lean approach to strategic planning facilitates meaningful engagement and understanding of a broad variety of viewpoints to build consensus and improve outcomes.

### Agenda Planning

We begin by leading a kickoff meeting with City Council and City staff in which we establish goals for the planning process, agreements for our working relationship with Council, and develop a detailed yet flexible agenda for the retreat. During this meeting, we will ask you to share with us your expectations for the strategic plan, how it will be used, who will use it, any guidelines/ documentation requirements that must be addressed in greater detail, and the type(s) of documentation that are most useful to you. We want to be certain that we have a complete understanding of the project goals and your expectations, so we can align our resources to meet them.

### Pre-Meeting Research

Well-implemented facilitated processes start with detailed planning and information-gathering. Our work is informed by direct input from our clients, review of existing documentation, and research of various forms. We will ask Council to provide existing strategic and business planning documentation. If this information can be provided prior to the kick-off meeting, we can review documents ahead of time, making the kick-off process even more productive.



**VISION**

An innovative and resilient clean water enterprise revolutionizing the recovery of valuable resources for sustainable communities.

**Vision:** A long-term view of what the organization wants to achieve. It is a clear statement of what the organization wants to achieve in the future. It should motivate employees to act in accordance with the inspiring future view of the organization.

**INCLUSIVE?**

**Planned**

**BIG PICTURE**

**NOUN**

**Maximizing**

**D.OBJ (REC. ACTION)**

**FUTURE**

**ADJECTIVES DRIVE ACTION IN A VISION**

Remove 90+% of contaminants to P.S.  
treat + discharge

**PREP. PHRASE**

clean + treat the good of public health.

no waste to environment

clean water + return to environment

Using whiteboard apps and interactive tools like Miro allow us to foster creative discussions live in Zoom or Teams.

The data we gather before the facilitated processes will include detailed interviews with Council members, City leaders, key City staff, and/or community stakeholders. We have extensive experience in both qualitative data gathering methods and quantitative methods, and we will use any and all methods appropriate to make sure the entire facilitation team—and participants—have the information necessary to enhance the value of the retreat planning process. This will provide Council with a robust framework for refining the agendas and for future decision-making.

### Meeting Facilitation

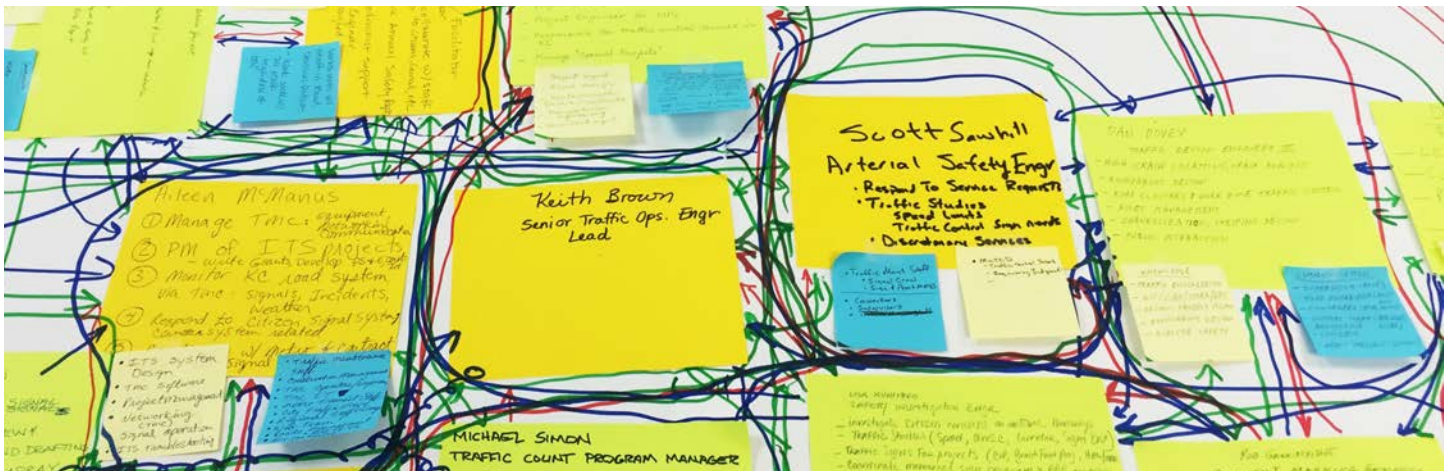
Based on our planning and research, we will develop a retreat design that includes a variety of virtual (or face-to-face) engagement strategies that respond to different topics, styles, and needs in the retreat environment. We can leverage a variety of scenarios that respect people’s tolerances for working in an in person or virtual environment, using collaboration strategies and or software that helps people stay engaged and maintain momentum.

Some of the facilitated processes we find effective for strategic planning include future visioning, small group mission component development, scenario response planning, and real-time writing/editing of key deliverables. In addition, by working with our internal team between sessions, we make the sequential nature of virtual facilitation work for our clients by turning around quality deliverables between sessions to accelerate the schedule and save costs.

As an integrated team, we execute facilitation with multiple key roles depending on the in-person or virtual environment: for either environment, we engage a lead facilitator, a co-facilitator and note-taker, and, for virtual environments, we also include a technical facilitator to run virtual collaboration tools such as Miro. With multiple trained facilitators, we can accommodate both full-group facilitation and facilitated breakout sessions.

With multiple engagement strategies and tools, we can meet a wide variety of engagement types and styles. Our facilitators are engaging, fun, and informed. We do our homework about your needs and issues, and we have clearly detailed agendas and plans to use during each session. In addition, because the reality of any facilitation is that things never go exactly as planned, our calm and resourceful team can adapt an agenda or activity to keep a group focused on the goals while adapting the process.





A facilitated process mapping exercise with King County Roads Division facilitated by Meg and the CRNW Team.

We document all facilitated workshops in real time to capture the comments and work product of all participants. Our notetakers are experienced in working with our facilitators and will be integrally involved in developing the final strategic plan documentation, so they know what to capture and how to document it. This results in a higher quality of notes that can be used more productively in the strategic plan and process progress reports.

### Meeting Outcomes Summary

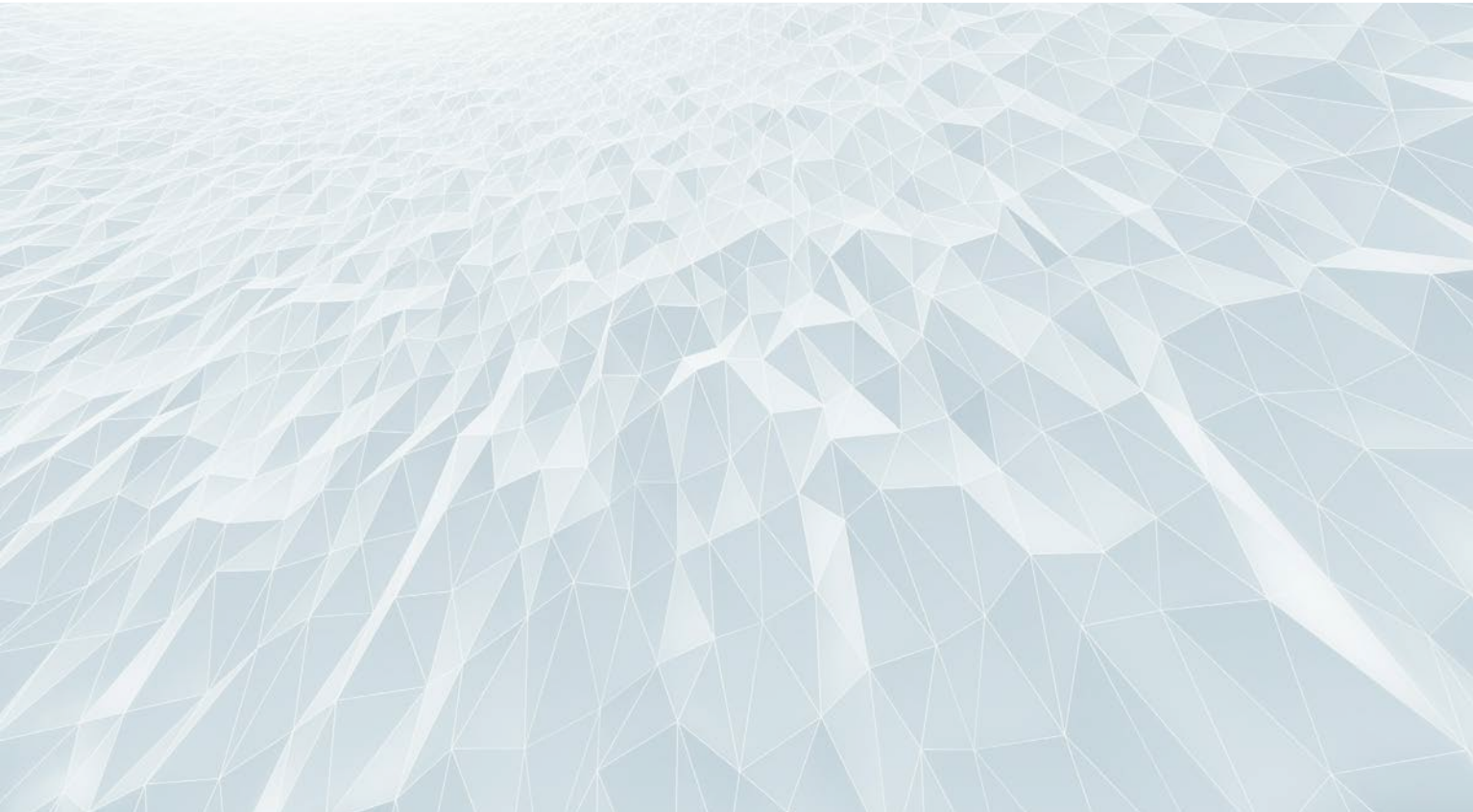
We design documents that turn the results of the workshop into a well-documented and actionable strategic plan. Leaders that have high-quality, complete, and well-designed documentation build higher engagement and buy-in with implementing strategies and initiatives because leaders can ‘see’ the results of their engagement. In addition, we can work with you to determine what additional documentation is needed to meet Council’s objectives and will tailor our approach according to both the organization’s short and long-term needs.

### TIMELINE AND WORKPLAN

- **August 26:** Selection Notification
- **Early to Mid-September:** Schedule kickoff meeting with City Council and City staff
- **Late September-December 31:** Interviews with Councilmembers, City leaders, key City staff, and/or community stakeholders; provide data for review before retreat. Collaborative agenda creation with City Council and City staff.
- **January 14-15:** Council Planning Retreat
- **January 15-31:** Draft outcomes summary report, submit for review
- **February 1-15:** Address review comments, finalize outcomes summary



HELPING PROJECT TEAMS COMMUNICATE



# APPENDIX

HELPING PROJECT TEAMS COMMUNICATE



**KING COUNTY WTD:**  
**STRATEGIC WORKFORCE PLANNING**

Leadership Workshop #1: December 13th, 2019

**NOTES SUMMARY**

## **LEADER PERCEPTIONS OF “HOW WE ‘SHOW UP’ AS LEADERS AT WTD”**

During our workshop, leaders identified nine dimensions of behavioral expectations for themselves as characteristic of a ‘high performing leadership team’. Leaders scored themselves on all nine dimensions using a 1-10 point scale (1 is low). The following lists the nine items, with the three items with the highest scores (strengths) and the three lower scores (areas for improvement) highlighted. It should be noted that these results only represent the perceptions of the participants and are not intended to be a ‘report card’, and none of the scores was overly high (highest was 8.14), nor were they surprisingly low (lowest was 5.14). However, this small analysis highlights clear areas for leadership focus in 2020, identifying areas that may have the highest return on investment of time and resources.

<b>STRENGTHS</b>	<b>WE ARE MISSION DRIVEN</b>
	<b>WE ARE TRUSTWORTHY/WE DO WHAT WE SAY</b>
	<b>WE MODEL THE BEHAVIOR EXPECTED OF US</b>
	<b>WE CARE ABOUT EACH OTHER</b>
	<b>WE ARE SUPPORTIVE/COLLABORATIVE</b>
<b>WEAKNESSES</b>	<b>WE ARE EMPATHETIC</b>
	<b>WE ARE UNIFIED AND CONSISTENT</b>
	<b>WE COMMUNICATE WELL</b>

WTD leaders were asked how they want County Leadership, the Public, and WTD Employees to describe WTD. For most items, the WTD leadership team felt the WTD organization is positively perceived. The following pages provide the list the attributes listed, highlighting which of them WTD leaders feel are already true and those that are not currently true, but WTD leadership would like them to be. This information will guide the WTD leadership organization in defining leadership behaviors and prioritizing actions to bring those high-priority perceptions into the ‘true’ category.

## WHAT WE WANT COUNTY LEADERSHIP TO SAY ABOUT WTD

### WHAT IS CURRENTLY TRUE ABOUT HOW WE ARE PERCEIVED:

- » Respond to emergencies with speed and successful results
- » Protectors of Public Health and the environment
- » Provide excellent customer service
- » Amazing People: Smart and Bright
- » Reasonable
- » Professional
- » Keep us informed
- » Strong partner in achieving executive’s priorities
- » We have their back
- » ESJ results; communities are included
- » Responsive to community needs
- » WTD is a model of best run government
- » Produces high quality work
- » Results driven
- » Accurate
- » Accountable
- » Fiscally responsible
- » They keep their commitments
- » They are reliable
- » Responsive
- » Credible

### CRITICAL PERCEPTIONS THAT ARE NOT CURRENTLY TRUE (BUT WE WANT TO BE):

- » Trustworthy
- » We trust that WTD does the right thing
- » Transparent
- » I trust you all to do the right job at the right time
- » When we need something, we need it

### DISCRETIONARY (BUT IMPORTANT) PERCEPTIONS THAT ARE NOT CURRENTLY TRUE:

- » Take risks
- » We support WWT in advancing technologies to meet the future



## WHAT WE WANT THE PUBLIC TO SAY ABOUT WTD

### WHAT IS CURRENTLY TRUE ABOUT HOW WE ARE PERCEIVED:

- » Proactive
- » Excellent Service
- » Responsive
- » Delivers on promises
- » WMD educates us
- » Strong engagement with the communities we serve
- » Community and customer service oriented
- » Appreciate how the agency protects public health and the environment
- » I trust WTD to do what it takes in a cost-effective manner to protect the environment
- » I respect the work that WTD does to protect our environment
- » Great stewards
- » I can flush
- » Trustworthy

### CRITICAL PERCEPTIONS THAT ARE NOT CURRENTLY TRUE (BUT WE WANT TO BE):

- » Resilient system
- » Clean water
- » Protects Puget sound
- » Responsible; fiscally and environmentally
- » Excellent stewards of money
- » Fiscally responsible
- » Good value
- » Transparent
- » Inclusive of all communities

### DISCRETIONARY (BUT IMPORTANT) PERCEPTIONS THAT ARE NOT CURRENTLY TRUE:

- » Wastewater is the community hub
- » Leading the county
- » Innovative
- » Forward thinking for the county good

# EMPLOYEES

## WHAT WE WANT EMPLOYEES TO SAY ABOUT WTD

### WHAT IS CURRENTLY TRUE ABOUT HOW WE ARE PERCEIVED:

- » Supportive
- » Respectful environment
- » I enjoy most aspects of working in O+M within WTO
- » Inclusive
- » Respects diversity
- » Collaborative
- » Employees are valued
- » Opportunities
- » Innovative
- » Honors innovation
- » Proud to work here
- » Proud to protect health and the environment
- » Best in class
- » Accomplishment driver
- » Strive for excellence
- » Protecting public health
- » I enjoy working at an environmental protection company that treats over 70 billion gallons of wastewater a year
- » Quality and successful outcomes
- » Environmentally focused

### CRITICAL PERCEPTIONS THAT ARE NOT CURRENTLY TRUE (BUT WE WANT TO BE):

- » Resilient system
- » Clean water
- » Protects Puget sound
- » Responsible; fiscally and environmentally
- » Excellent stewards of money
- » Fiscally responsible
- » Good value
- » Transparent
- » Inclusive of all communities

### DISCRETIONARY (BUT IMPORTANT) PERCEPTIONS THAT ARE NOT CURRENTLY TRUE:

- » Fun!
- » Gives 100%
- » Forward thinking

# COMMUNICATION GUIDELINES

## (HOW THE LEADERSHIP TEAM WILL COMMUNICATE)

Participants identified communication as a high priority for WTD leaders; the leadership team identified the following expectations for leadership's communication behavior with each other, with their leadership, and with WTD employees.

- » Help each other
- » Feedback is a gift
- » Consistent messaging (no contradictions)
- » Committed to being mission driven
- » Don't work in silos
- » Be nice
- » Seek advice from each other
- » Take time to listen to each other
- » Timely celebration of our successes
- » Transparent with each other
- » Pushing and thinking ahead to identify problems
- » Early heads up
- » Know your council legislation or issue
- » Early involvement
- » Managerial courage to solve the problem
- » Committed to employee engagement and the giving of timely information
- » "Brutally honest" on issues
- » No trash talking (and mitigating others' trash talk)
- » Hold confidences appropriately





## MEANS AND METHODS FOR IMPROVING HOW WE WORK

WTD leaders brainstormed a variety of actions related to improving the work environment at WTD, seeking to create and maintain a 'best place to work'. These items were created in the session during one process, but then added to throughout the day.

- » **Our leadership and what it means:**
  - » Weekly huddle (Skype okay); just this team
  - » Zero leadership decisions; we make decisions together rather than one offs
  - » Communicate who is the leadership; 5 section managers, deputy director, director
- » **Use 'weekly huddle' to keep everyone informed**
  - » Can be 15 minutes (and over Skype)
  - » Subjects; projects, delays, uncomfortable topics, etc.
  - » Measure: consistent attendance
  - » Make a document and do a quarterly newsletter
- » **Clarify who the leadership is for all employees**
  - » Newsletter to communicate structure and what the leadership team is doing to benefit WTD
  - » Notification of resources to help with communication
- » **Clarify the 'WTD chain of command'**
  - » Director office requests and above for service should be run through the section manager
- » **Communicate/show appreciation**
  - » Professional empathy
  - » Be consistent and strategic in employee recognition
- » **Improve problem solving**
  - » Identify and discuss problems at section managers' lunch
  - » Communicate to each other that the other has been heard even if you can't solve it
  - » Work at being able to articulate each other's challenges
  - » Be willing to ask for help and say when you are stuck
- » **Make Active listening a priority**
  - » Repeat back understanding
  - » Make active listening standard expectation for leader-leader and leader-staff interactions
  - » Seek first to understand vs. being understood
- » **Make decisions together, and break down the silos**
  - » Identify what is a 'key decision'
  - » Identify what would benefit from a team decision
- » **Improve top-down communication and clarity**
  - » Section managers consistently communicate MT activities and priorities to employees
  - » Measure: survey and over-communicate
  - » Deliver talking points at monthly lunch
  - » Quarterly communication from D.O. about MT activities
- » **Hold regular team-building activities outside WTD**
  - » Outdoor activities
  - » Family dinners



# FUTURE PLANNING

The WTD leadership team was asked to describe their ‘world’ in 2-5, 5-10, and 10-20 years. They then used this information to brainstorm ‘to do’ actions to achieve both best-run-government and to brainstorm actions to support staff engagement and development. Actions listed reflect a less than five year horizon, with most actions prioritized for the next two-five years.

## REGULATORY/POLITICAL ENVIRONMENT AND STRATEGIC PROGRAMS

### 2-5 YEARS

- » Nutrient regulations will expand
- » Will get more complex

### 10 YEARS

- » New regulations
- » Environmental impacts
- » Critical habitat degradation
- » Building moratorium
- » Aging infrastructure
- » Cleaner effluent
- » Increased population
- » Nutrient removal
- » “Rx” CEC’s removal
- » System separation
- » Implementing clean water plan
- » Modified regulatory CD
- » Climate change
- » Climate refugees
- » Sea level rise
- » Saving species
- » Re align with Clean Water Plan
- » Drier summers
- » Degradation of habitats

### 20 YEARS

- » Tighter environmental regulations
- » Economy flattens
- » Climate change is more apparent
- » Available space (land)

### TO-DO

- » Get rid of more properties that we don’t need
- » Invest in science and technology
- » Create a strategic plan for a changing environment/future
- » CPARB certification
- » Increase our emphasis on strategic asset management
- » Offer apprenticeships/partner with the unions/trades to build capacity
- » Consider more public/private partnerships – e.g., ‘nutrient pilots’
- » Increased need for process analysts to address nutrients
- » Coordinate our work with SPU relative to stormwater management programs



## **COMMUNITIES AND HOW WE SERVE THEM AND THE CUSTOMERS WE SERVE**

### **2-5 YEARS**

- » Change in affordability
- » Customers will continue to be diverse in the communities

### **10 YEARS**

- » People experiencing homelessness
- » Higher cost of living in region
- » Increased income disparity
- » “civil unrest”; tired of excuses
- » Political discord polarization

### **20 YEARS**

- » Populations will increase (+2 million)
- » Capacity constraints
- » Procurement methods will change to more IPD and design-build
- » Potential with P3 for King County to be tenant in its own facilities
- » Multi-family predominates
- » Increased household income discrepancy

### **T0-DO**

- » Strategically communicate our work and its benefit to the communities
- » Continue to reach out to communities and customers to make sure we know what they need and are anticipating those needs
- » Prepare the region for increased need for reclaimed water
- » Get proficient in understanding environmental markets and water quality trading
- » May be more consolidated customers with different needs (as environment changes)



## **STAFF QUANTITY AND QUALITY**

### **2-5 YEARS**

- » More diverse/bilingual staff (rather than outsource)

### **10 YEARS**

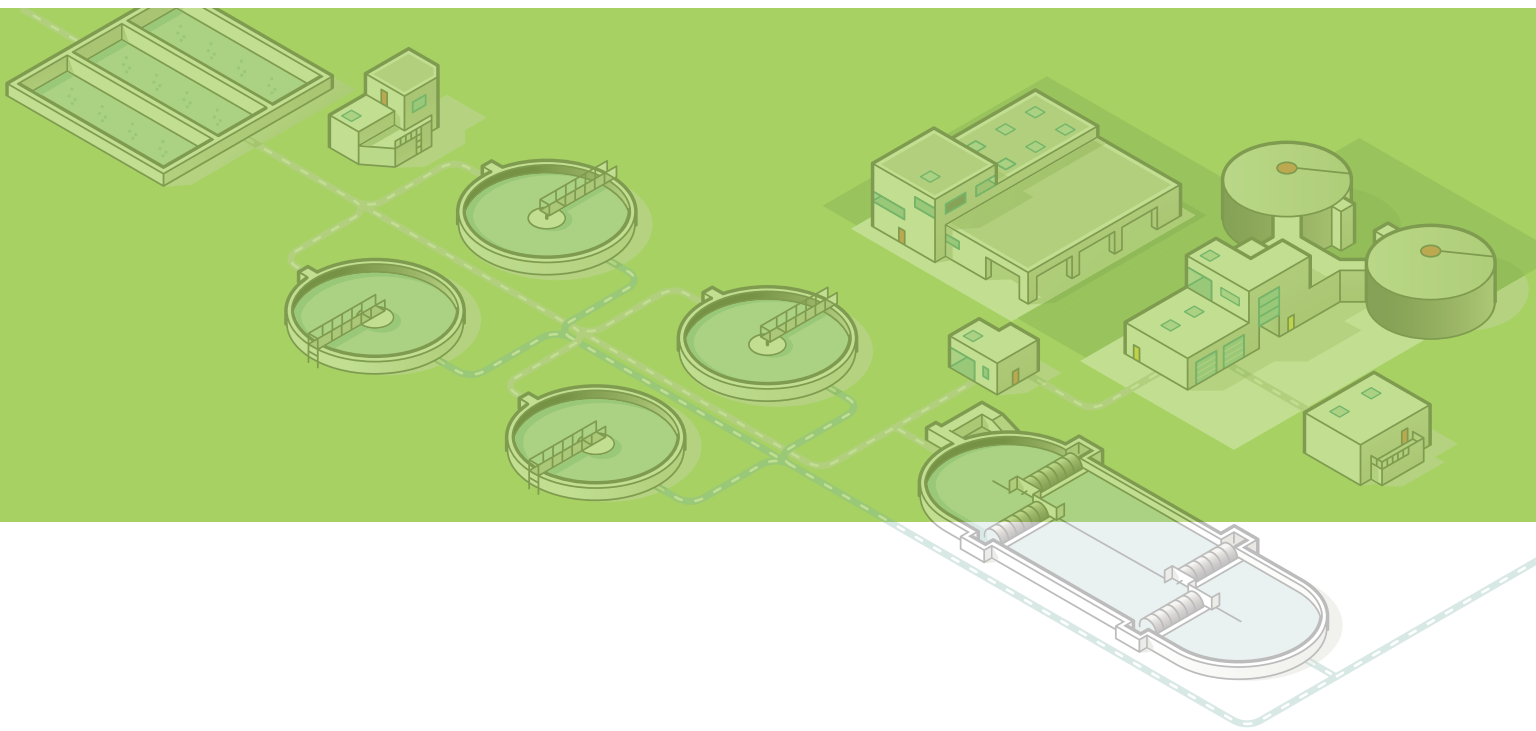
- » People not getting into needed trades
- » Changing workforce needs
- » Competing for workers
- » Mostly telecommuting
- » Different work styles
- » Multi-cultural communities and workforce

### **20 YEARS**

- » Staffing bubble
- » Reduced staffing needs

### **TO-DO**

- » Each leader should focus on training his/her replacement; focus on future succession planning
- » Create clear plans for job succession/progression
- » Ensure continuous recruiting of all trades
- » Communicate King County benefits to attract new employees
- » Create a training plan to cover the needs of a changing workload and diversity of employees
- » Increase efforts to diversify the workforce
- » Continue to reinforce On the Job Training and other methods to increase skills
- » Create a capacity plan to ensure ongoing/continuous operations



## THE WORK WE DO AND THE TOOLS/TECHNOLOGY WE USE

### 2-5 YEARS

- » None listed

### 10 YEARS

- » Tech business reigns supreme
- » Mobile centric solutions
- » New treatment technologies
- » Point source solutions at our toilet

### 20 YEARS

- » Complete separation; Tx only service
- » Reduced environmental discharge
- » Mature public/private partnership
- » De-centralized systems in wider use

### T0-DO

- » Get staff trained to respond to alternate delivery methods
- » Communicate better about the role of the leadership team and how we are adapting to meet the needs of a changing future and diversity of employees
- » Highlight what we do on a regular basis; improve communication across the division
- » Conduct a staff vulnerability study; how are we at risk of continued operations from staff skills and availability standpoint?
- » Maintain a focus on service tech
- » Cross-training in key positions
- » Increase code/programming capabilities/we cannot always rely on KCIT
- » Anticipate increase automation and the different training requirements
- » GSI expansion
- » Focus on new technologies when planning training, recruiting, and development



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