

# 1.1 Environmental Services Strategic Plan

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## Stakeholder Interview Questions

### 1. **What does your vision for Tacoma's environment look like in 20 years?**

- The City will be taking diversity seriously.
- People in the Eastside are finding their voice – they didn't know they had one.
- As Diversity becomes more inclusive, we'll need more resources to attend to them.
- The City is growing, and people will be using their voices more and expecting a response.
- More special interest groups will pop up like Redline and expect to be involved in the direction of the City.
- People are frustrated and expectations for services are rising.
- We're an aging society and I don't think we've accepted that yet. Transportation and infrastructure will be different. We won't be building anything 20 years from now the same way we build it today.
- Packaging will be different. How we receive goods will be different (no packaging?). Waste streams will change because of this.
- You won't make your tree canopy goal. We do not know how to merge trees and infrastructure.
- We'll be on our second or third Streets Initiative.
- Government will look different. There will be less boundaries between PW/ES/Metro
- More green roads.
- Cities will take more control of local transit; there will be less regional transit authority.
- In 20 years, think there will be more merging of government functions. For example, our street operations department may support Metro Parks and Tacoma School District. Or, we may have joint use facilities.

### 2. **What do you view as the biggest strengths and weaknesses of ES?**

- You're funded. ES seems to forget PW is not funded. We don't communicate well back and forth. We don't have a strategic plan and there's no way we could staff 12 people to develop one. Thank you for doing this, we appreciate it and wish we could do the same.
- You help. That's a strength and a weakness. You help out 'causes.' ES supports and funds services other Departments use. We are able to creatively interpret how utility funds can be spent and that is helpful to others.
- ES is always there for us, and the City.
- ES and PW get it that when the Council wants something done, we do it and take it as an opportunity. Our attitudes are so different from TPU in this regard.

- You have a revenue stream that allows you to look ahead, like what you're doing right now. We don't have that luxury.
- Strength – ES does a good job of looking at new technology (example we know have our own mini IT department within ES where PW relies on IT for everything). ES also does a good job at being proactive. PW is often very reactive (due to the lack of funding for planning).

3. **How could communications and cooperation be improved between Environmental Services and Public Works?**

- We're already behind the curve of the useful life of our assets. We'll need to be on the proactive construction side of things and will need to bundle our services together (PW+ES) to figure out how to get ahead of failing infrastructure.
- Before we split, we would send one inspector to a project, now we each send one, why do we do that? We have all these areas where we didn't clearly delineate the boundary and we are being redundant. There are lots of things that didn't need to be separated.
- We NEED to find ways to work together better and share resources.
- Example; an illegal dumper, is it a Streets issue, is it a Solid Waste issue? Whose responsible for the abatement – we haven't delineated some of these things clearly.
- We don't care whose problem it is, we want to get it done, but when these things come up, who do we charge it to? We aren't as flexible as ES to do some of these things.
- Why is it every time we look to each other for help, the first answer is "no"? The second answer is always yes, and once we get through that waste of time trying to figure out whose problem it actually is, we work great together.
- We need to have equality in our mandated programs. Everyone gets that stormwater regulations need to be enforced and everyone cooperates for the most part. When PW has to enforce ADA, we get so much pushback. It's not just something PW wants to do. We need to collaborate on the things we know we have to do and we don't get the same level of attention.
- ES needs to be present and involved (not just show up) at the Infrastructure Coordination Planning Meeting (Friday meeting?). This is where we can work together to make sure the customer gets the same message.

4. **How could ES better serve its customers?**

5. **Is there anything Public Works has planned in the next 20 years which could impact Environmental Services, such as major initiatives, policies, or codes?**