City Manager’s Office – Stakeholder Interview Questions

1.1 Attendees – June 14th, 2017

City Manager’s Office (CMO): Mark Lauzier (Assistant City Manager), Gwen Schuler (Media & Communications Director), and LaToya Mason (Customer Support Center Manager).

Environmental Services (ES): Shauna Hansen, Jessica Knickerbocker, Shane Pettit

1.2 Interview Questions

1. What does your vision for Tacoma’s environment look like in 20 years?
   - Integrated services with an urban and natural thread
     - Green neighborhoods with areas that feel like the wilderness
     - Lush tree canopy
   - Clean air and water
   - More efficient vehicles with less/zero emissions (city and community-wide)
   - Easier for community to help improve the environment
   - Continue to lead by example, national leaders (leading agent)
   - Better demonstrate our services and what the community gets from it
   - EnviroChallengers still awesome
   - Everyone has access to community and rain gardens
   - The Port has clean industry and jobs that support the environment
   - Provide incentives for clean businesses – attract green businesses
   - The current ES vision has strong and positive elements

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

   - Strength
     - All-inclusive services (bundled) – one fee, not nickel and dime for every service
     - Responsive
     - Environmental Action Plan
     - Office of Environmental Policy & Sustainability is located in ES (link between environmental and public works functions)
     - Pollution Police protecting our environment- We have the Expert’s to assist and know when parties are not complying with environmental requirements
     - Consolidated utility bill
     - National leaders
   
   - Weakness
     - Need Ebills – directly to banks like every other bill people pay.
     - Environmental Action Plan isn’t funded.
We tell our community how to behave, but don’t always model that behavior of sustainability ourselves. Have to practice what we preach.

- Communication – CMO can help
- No energy savings person/czar
- Our revenue streams are utility focused, how do we improve the environment when there is no direct utility connection? Like contaminated sites.
- Process heavy - need continuous improvement.
  - There are better ways to communicate that might be more cost effective and produce more results

- Opportunities
  - Harness the energy of our champions – Like Council Member Mello
  - Applications that allow customers to readily access or be notified of important information, such as solid waste pick-up days
  - Mobile ES Services (like a travelling city hall)
  - Engage community as a partner
  - IPZ – Regional Water approach to encourage clean industry, not just heavy industrial, polluting businesses.
  - Environment can be an attraction for investment – there can always be a link with economic development

3. How could communications and cooperation be improved between our departments?
   - Need to follow up with the approach on ES Communication and CMO
   - We need to breakdown internal ES Silos and work together. There are silos not only within departments, but also within divisions.
   - It would be great if every staff member can say what the department does and know how they contribute to the Dept. and City-wide goals on the whole.

4. How could ES better serve its customers?
   - Every ES employee should be able to give the elevator speech of what we do!
   - Divisions aren’t siloed and communication is good
   - Go to the customers. Bring services and opportunities to them instead of making them find us. More personal and responsive follow-up.

5. Is there anything your department has planned in the next 20 years which could impact Environmental Services, such as major initiatives, policies, or codes?
   - Important to align our strategic plan with Vision 2025 focus areas and values