1  What does your vision for Tacoma environment look like in 20 years?

- There will not be enough parking.
- People will not drive as much, there might be fewer cars, transportation will change.
- Technology will drive how ES does environmental assessments and we will more accurately assess and remediate sites.
- More population means there will be more demand on City services.
- More technology based industry and less traditional industry will be moving into Tacoma.
- There will be more hybrid cars and disposing of all these new batteries will be a problem.
- Environmental Compliance should be an independent Department. How ES chooses to enforce environmental compliance could be biased.
- There should be a stand-alone safety office and a stand-alone environmental office.
- Make access from freeway easier
- More high rise building, apartment and more housing like Seattle. We are running out of space
- Concerns on Solid Waste Transfer station, what will that look like

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

Strengths:
- ES runs a tight ship. Well-structured and organized.
- ES is very vocal and passionate at the leadership level.
- ES is very good at employee development. They walk the walk.
- Leadership is strict, but fair.
- Everyone is very professional.
- Tracking metrics
- ES is a very good communicator.
- ES opportunity for growth in your department

Weakness: Area of Improvement:

- ES does not have a safety officer direct report to HR. ES safety program should have more HR oversight and are underutilizing our safety FTE.
- Need to increase safety coordinator oversight to collect data on unsafe conditions in order to prevent what’s coming.
- Spending 15 minutes a day looking for ways to make the ES workplace safer, collecting that information and reporting it to HR would reduce the likelihood for injury.
• Safety must do a trend analysis on incidents and look for ways to improve risk and liability.

ES needs to get the unions involved in safety. Right now, they are not involved and they could do so much to push the safety message out to staff.

• ES is failing at 3 of the 5 pillars of safety; Supervisor Involvement, Employee Involvement and a functioning safety office. Good at the first 2, Management Commitment and Leadership Driven.

3 How could communications and cooperation be improved between our work groups?

• Need to have monthly meetings with HR and ES hiring managers.
• Need to reinstate posting announcements in the lobby and elevators! People look forward to seeing the announcements in the elevators. We don’t know at TMB or TPU what’s going on, i.e. BYOB or the homeless initiative or what’s TAGRO?
• Need to have better communication between ES and TPU media offices.

4 How could ES better serve its customers?

• Strongly believe in education. ES needs to get out into the community and hold forums when they expect to change behavior and educate the public then provide them the tools to support that behavior change. i.e. the BYOB is not getting heard. Did you know there are free grocery bags at 311 Call Center for the public?

5 How do you think ES is doing in meeting equity goals compared to other departments?

• ES seems to follow the Equity guidelines well.
• ES has a diverse workforce.
• How do you articulate Equity?

6 Is there anything your office has planned in the next 20 years which could impact ES such as major initiative, policies or codes?

• HR is pushing improvements in safety policy. The current Safety Management System is unsustainable based on cost, pain, and suffering.
• We expect ES and the rest of the Department’s to be involved in positive change of our safety posture.
• We will be asking for a safety officer to work with contracts, we do not have an official in place to address safety and risk in the contracting process and we have contractors exposing us to liability because of this.