

## Appendix A

### List of Departmental Interviewees

*Note: The following titles reflect positions held at the time of student interviews.*

Andersson, E. Tacoma Public Utilities: Public Affairs and Communication. (2018, February 1). Personal interview.

Anderson, R. Tacoma Public Utilities: Public Affairs and Communication. (2018, February 1). Personal interview.

Armstrong, A. Office of Equity and Human Rights. (2018, January 24). Personal interview.

Babbitt, P. Environmental Services: Office of Environmental Policy and Sustainability. (2018, February 1). Personal interview.

Bailey, R. Public Works. (2018, February 1). Personal interview.

Beason, A. Office of Equity and Human Rights. (2018, January 24). Personal interview.

Bedier, K. Director, Tacoma Venues and Events. (2018, January 24). Personal interview.

Bell, C. Office of Management and Budget. (2018, February 8). Personal interview.

Boudet, B. Planning and Development Services. (2018, January 21). Personal interview.

Bryant, T. Tacoma Venues and Events. (2018, January 31). Personal interview.

Buchanan, G. Director, Human Resources. (2018, January 25). Personal interview

Calderon, S. Finance Department. (2018, January 31). Personal Interview.

Cappell, J. Hearing Examiner. (2018, January 31). Personal interview.

Casparian, D. City Attorney's Office. (2018, January 25).

Cherullo, A. Director, Finance Department. (2018, January 31). Personal interview.

Coleman, L. Office of Equity and Human Rights. (2018, January 31). Personal interview.

Dewhirst, S. Deputy Director, Tacoma Water. (2018, February 1). Personal interview.

Drennan, D. Tacoma Public Utilities: Public Affairs and Communication. (2018, February 1). Personal interview. (2018, February 9). Follow-up over phone.

Duggan, J. Chief, Tacoma Fire Department. (2018, January 31). Personal interview.

Federighi, P. Interim Director, Information Technology. (2018, January 25). Personal interview.

Flemister, L. Planning and Development Services. (2018, February 1). Personal Interview.

Fosbre, B. City Attorney. (2018, January 31). Personal interview.

Fritz, S. Human Resources. (2018, February 8). Personal interview.

Gleason, C. Tacoma Public Utilities: Public Affairs and Communication. (2018, February 8). Personal interview.

Green, T. Deputy Chief, Tacoma Fire Department. (2018, January 31). Personal interview.

Grabinski-Young, N. Community and Economic Development. (2018, January 31). Personal interview.

Griffith, A. Neighborhood and Community Services. (2018, February 1). Personal interview.

Harding, M. Finance Department. (2018, January 24). Personal interview.

Hatcher, S. Deputy Director, Tacoma Public Utilities: Customer Service. (2018, February 1). Personal interview.

Hoogkamer, L. Planning and Development Services. (2018, January 31). Personal interview.

Huffman, P. Director, Planning and Development Services. (2018, February 8). Personal interview.

Johnston, K. Budget Officer, Office of Management and Budget. (2018, January 31). Personal interview.

Jumper, T. Interim Director, Media and Communications Office. (2018, January 31). Personal interview.

Kao, P. Planning and Development Services. (2018, February 8). Personal interview.

Kaufman, J. Tacoma Public Utilities: Management Services. (2018, February 8). Personal interview.

King, D. Deputy Director, Tacoma Rail. (2018, February 8). Personal interview.

Kingsolver, K. Director, Public Works (2018, January 31). Personal interview.

Larsen, K. Director, Tacoma Public Library. (2018, January 31). Personal interview.

Larson, D. Finance Department. (2018, January 25). Personal interview.

Legg, Louisa. Office of the Hearing Examiner. (2018, January 31). Personal interview.

Lueders, J. Media and Communications Office. (2018, January 24). Personal interview.

Lynett, K. Environmental Services: Office of Environmental Policy and Sustainability. (2018, January 24). Personal interview.

Magoon, J. Planning and Development Services. (2018, January 31). Personal interview.

Mason, L. Director, Customer Service Support Center. (2018, January 24). Personal interview.

Mather, C. Tacoma Public Utilities: Public Affairs and Communication. (2018, February 1). Personal interview.

McBride, A. Community and Economic Development. (2018, January 24). Personal interview.

McLaurin, V. Neighborhood and Community Services. (2018, January 24). Personal interview.

Parvey, J. Environmental Services: Office of Environmental Policy and Sustainability. (2018, February 8). Personal interview.

Pauli, E. Tacoma City Manager. (2017, November). Kick-off meeting with LCY student researchers.

Powers, D. Director, Office of Equity and Human Rights. (2018, January 25). Personal interview.

Ramsdell, D. Chief, Tacoma Police Department. (31, January 31). Personal Interview.

Robinson, C. Deputy Director, Deputy Director Tacoma Power. (2018, February 8). Personal interview.

Scott, J. Environmental Services: Wastewater. (2018, February 1). Personal interview.

Slevin, M. Director, Environmental Services. (2018, January 25). Personal interview.

Sorum, D. City Clerk. (2018, January 31). Personal Interview.

Stewart, L. Director, Neighborhood and Community Services. (2018, January 25). Personal interview.

Taylor, CP. Tacoma Police Department. (2018, April 25). Round table meeting.

Thompson, D. Environmental Services: Wastewater. (2018, January 25). Personal interview.

Walkowiak, E. Community and Economic Development. (2018, January 24). Personal interview.

Wille, T. Assistant City Manager. (2018, January 25). Personal interview.

Wojtanowicz, L. Neighborhood and Community Services. (2018, January 31). Personal Interview.

Wolfe, C. Community and Economic Development. (2018, January 24). Personal interview.

Wright, C. Neighborhood and Community Services. (2018, January 31). Personal interview.

## Appendix B Survey Tool

### Questions

1. How would you define civic engagement? What is it supposed to accomplish?
2. For Tacoma residents, not employed or closely connected to City government, what do you think they understand about what your department does?
3. What requirements does your department have for civic engagement – for instance, are there policies or funding requirements that require you to interact with the public?
4. Can you tell us about the various civic engagement practices that take place in your department? This could be outreach, meetings, customer service, information sharing, partnerships, other things – how you connect with residents.
5. To your knowledge, how have the civic engagement practices in your department changed over time? Do you do things differently than you used to, and if so, what caused the change?
6. How does your department decide to allocate funding or staff time to civic engagement?
7. Research shows that civic engagement is highest for community members with relatively high levels of income, education, and residential privilege – which can mean that the voices of many residents are not heard. How does your department address this problem?
8. What civic engagement tools or resources would you be interested in trying or learning more about?
9. (Is there anything else we should know about civic engagement in your department?)

## Appendix C **Student Biographies**

**Ben Fincher** has been a GIS Mapping Technician for governmental and community-based organizations in the South Puget Sound. Most recently, he worked at Safe Streets in Tacoma, where he led Participatory Action Research projects that utilized geospatial technologies as a tool to enhance community building and document community experiences. Prior to this, he was an AmeriCorps volunteer for Federal Way Public Schools.

**Karina Haaseth** has a background working on community events and programs for Skagit County Parks and Recreation. Upon moving to Tacoma, she worked at the Humane Society doing community outreach for a grant offering resources for 98404 residents, planning events, and working with volunteers.

**Marie Hofmann** works at United Way of Pierce County as a Program Officer for the Centers for Strong Families. She recently moved to Tacoma, but is a lifelong resident of the South Puget Sound region.

**Sarah Koestler** identifies as a heterosexual female, vegan, Christian, and has earned three degrees in the last seven years, including a BA in Urban Studies and an MA in Community Planning from UW Tacoma. 36 years old and single, Sarah was raised in a biracial household that moved frequently—including 20 different locations in the 253 area code—setting up her passion for advocacy for those who are disempowered. She has traveled to three different continents and plans to see the other four by age 40.

**Eric Lane** works at the Tacoma Housing Authority in the Policy, Innovation, & Evaluation department where he implements pilot programs related to housing and education. He is also an instructor at Highline College in the business department. He has lived in the Tacoma area for the past ten years and enjoys spending time at home with his wife and two kids.

**Lauren Miles** moved to Washington in 2010 after earning a BA in Philosophy with a minor in Spanish from Mississippi State University and has spent eight years working with people experiencing homelessness, primarily youth, and veterans in Washington. She has worked at Habitat for Humanity, YMCA Oasis Teen Shelter, Cocoon House, ROOTS Young Adults Shelter, New Beginnings, Pierce County Alliance, King County, UW Tacoma, and is currently completing an internship with Pierce County in Long-Range Planning.

**Anneka Olson** has worked on a variety of community-level projects in active transportation advocacy, historic preservation, and neighborhood storytelling. Currently, she works for the City of Tacoma in the Historic Preservation Office and as an editor for the Livable City Year partnership. She holds a BA in Historical Studies from Bard College.

**Garrett Stone** researches socio-economic trends and their relationship to policy and appropriations; he is currently engaged in projects concerning intraregional municipal coalition building and the spatial-temporal experiences of Tacoma youth. Prior to this, he was a Logistics Officer in the US Army and studied geospatial technologies.

**Jeremy Trenhaile** works at King County Metro Transit as a Transportation Planner focusing on ADA Paratransit and ADA Compliance. Prior to this, he was a Service Representative with the Social Security Administration and served as a Medic in the United States Army. Jeremy lives in Puyallup with his wife, two cats, and dog.

**Ed Winkley** has worked as a Professional Landscape Architect for the State of Washington over the past twenty years. As a lifetime community member of the South Sound who is involved daily with the development of the built environment and protection of the natural ecologies that comprise the region, he advocates for methods and strategies that improve community through intentional design, collaboration, persistence, and understanding.

## Faculty Biographies

**Anne Taufen, Ph.D.** is an Associate Professor in the UW Tacoma Urban Studies Program, where she helped to develop the undergraduate BA in Sustainable Urban Development, as well as the MA in Community Planning. Her research and teaching focus on questions of inclusion and equity in urban planning and governance, with a topical emphasis on urban waterways and waterfront development.

**Jennifer Arnold, Ph.D.** is an affiliated faculty with UWT Urban Studies and owner of Reciprocity Consulting, LLC based in Tacoma. She has over 15 years of experience researching, facilitating, and teaching collaborative approaches to community development and conservation with an emphasis on equity, controversial issues, and organizational change.

## PURPOSEFUL CIVIC ENGAGEMENT



### WHAT WE BELIEVE

#### VALUES OF CIVIC ENGAGEMENT

Civic engagement is valued across departments as a path to building equity in the Tacoma, and the City is taking steps to align practices with its commitments. Staff expressed the importance of relationships and becoming more inclusive as an institution through expanding access, connecting with community, and building trust and transparency.



### WHAT WE DO

#### VARIATION IN PRACTICE & PURPOSE

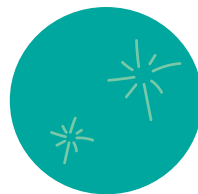
In practice, civic engagement varies widely across the City; accordingly, civic engagement performs different functions for each department. Recognizing this variability, uniform standardization of civic engagement across the city poses significant challenges. However, consistent support, allocation of resources, and the development of shared values can enable improved civic engagement practices.

## CHALLENGES IN PRACTICE



### UNDERSTANDING EACH OTHER

City staff perceive a general lack of understanding about how to access the breadth of services provided or how city government functions. To address this, resources are spent producing and distributing information. Interviews with staff also highlight a need for further understanding of the needs and desires of community members through communication and engagement methods.



### FLASHPOINTS & CATALYSTS

Flashpoints, or high levels of participation that are passionate or urgent in nature, can emerge surrounding controversial issues. This can cause the City to invest considerable energy on specific decisions and can sometimes come at the expense of more sustained relationship-building work. However, these moments can also be catalysts for more meaningful engagement.



### ACCESS & REPRESENTATION

The City struggles to have broad engagement in decision-making and delivery of services, possibly held back by inflexible systems and complex bureaucracy. Under-represented communities are often not heard, with few examples of combatting this problem. Staff say this discrepancy can skew the City's understanding of the public.

## OPPORTUNITIES + TOOLS



### CIVIC ENGAGEMENT STEERING GROUP

- Development of a civic engagement statement of values;
- Providing department-level support for operationalization.



### APPROACHES & DESIGN TOOLS

- Department-level planning tools to address potential civic engagement challenges in practice.



### INCREASED RESOURCING

- Dedicated budget for innovative civic engagement at the department level;
- Improved training and resources.



Appendix E  
Civic Engagement Statement of Values



Civic engagement is an **Opportunity** to provide resources and venues for residents to develop skills, take part in decisions, build relationships, access and take advantage of city services, and improve mutual understanding between City staff and community members.



Engaging with residents is an opportunity to embrace the asset of diversity in all of the City's work. We seek to bring forward **Equitable** practices by addressing uneven access and representation among all communities by recruiting, building relationships with, and supporting diverse residents, including youth, in our partnerships, decision-making, and service delivery.



The City of Tacoma values **Partnerships** with all members of the public. Due to the inequities in access to government resources for many neighborhoods, the City works to develop partnering strategies that ensure all residents have access to government services and decision-making processes.



We recognize civic engagement as an ongoing **Accountability** to residents in all our work, and strive to make clear commitments and set realistic expectations around public participation, resident representation, community partnerships, and service delivery.

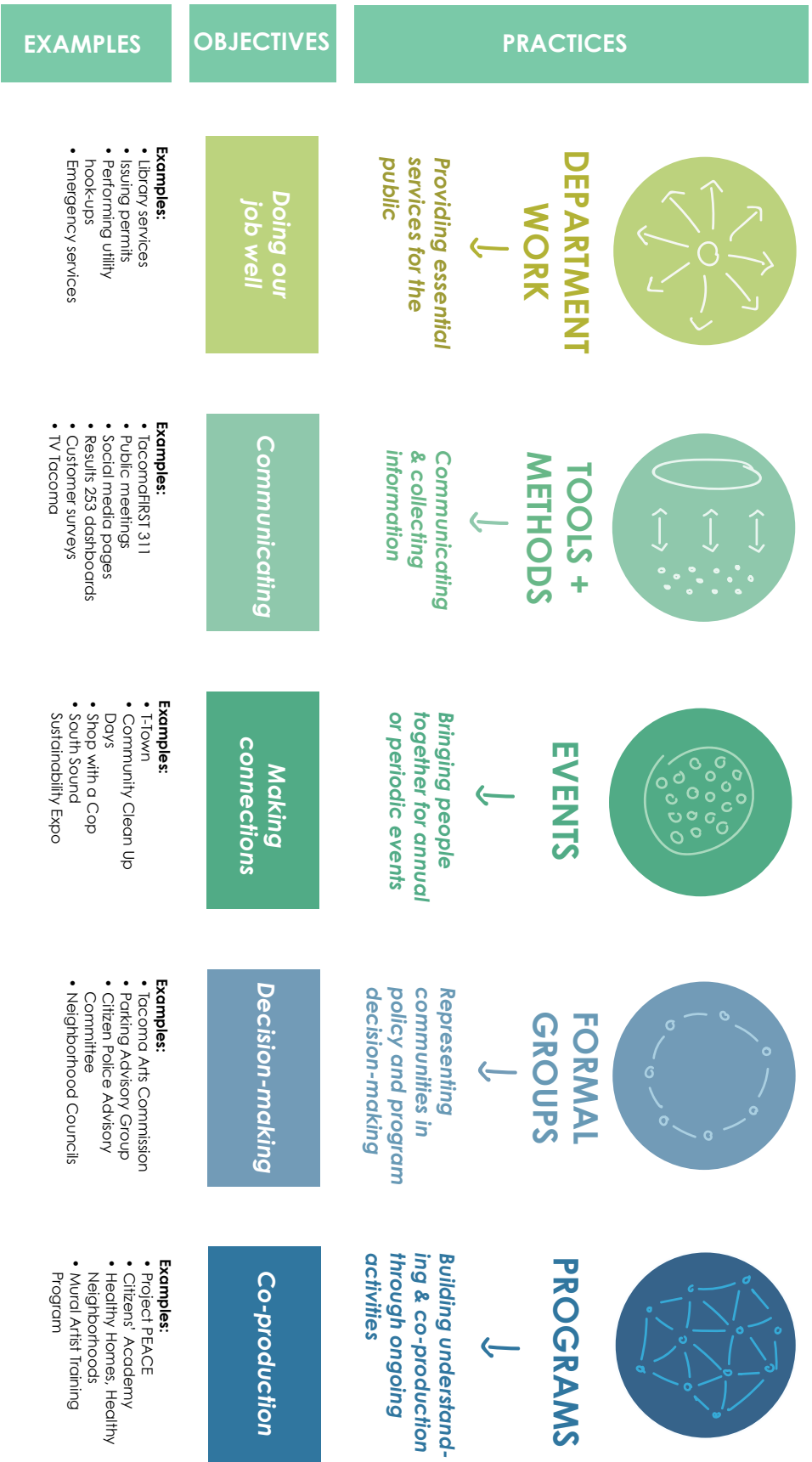


# CORE VALUES

## CIVIC ENGAGEMENT

is connected with the four goals of Tacoma 2025:  
**Opportunity, Equity, Partnerships, and Accountability.**

# CIVIC ENGAGEMENT APPROACHES



## PARTICIPATION

## INCLUSION

Developed from interviews with City of Tacoma staff, this diagram categorizes the approaches that departments use in order to achieve particular objectives. They are aligned along a continuum of **participation** and **inclusion**. According to Quick and Feldman (2011), **participation** entails resident input in the content of programs and policies, whereas **inclusion** involves continuous resident involvement in the design and creation of processes, programs, and policies. In addition, participation often involves a larger number of residents, while inclusion typically engages a smaller, more focused subset of the public.

# DESIGNING PURPOSEFUL CIVIC ENGAGEMENT

**WHY:**



**VALUES**

The City of Tacoma's core values of civic engagement shape the lens through which employees are hired and trained, services are provided, and daily work is carried out.

**ABOUT THIS RESOURCE:**

This tool summarizes key findings from the Roadmap to Civic Engagement project to help move City Departments and Staff from current challenges to future aspirations, guiding them towards more equitable civic engagement practices. The series of questions encourage reflection and suggest steps to move towards more inclusive outcomes.

**HOW:**



**OBJECTIVES**

What specific objectives does the department seek to accomplish through civic engagement?

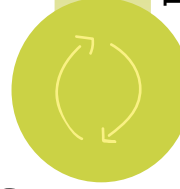
**CHALLENGES**



**EQUAL INVESTMENTS**  
 The same approach everywhere

**ACCESS & REPRESENTATION**

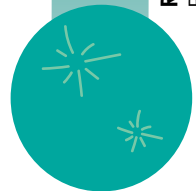
**TARGETED INVESTMENTS**  
 To overcome historic, institutional barriers



**TRANSACTIONAL**  
 One-way exchange

**UNDERSTANDING EACH OTHER**

**TRANSFORMATIVE**  
 Two-way dialogue



**REACTIVE**  
 Responding to crisis

**FLASHPOINTS & CATALYSTS**

**PROACTIVE**  
 Understanding underlying causes

**ASPIRATIONS**



# DESIGNING PURPOSEFUL CIVIC ENGAGEMENT

**ABOUT THIS RESOURCE:** This tool summarizes key findings from the *Roadmap to Civic Engagement* project, supporting City departments and Staff from current challenges to future aspirations and guiding them towards more equitable civic engagement practices. These questions encourage reflection and suggest steps to move toward inclusive outcomes.



## VALUES

How do department goals around civic engagement align with the Civic Engagement Value Statement? (See **Civic Engagement Statement of Core Values.**)



## OBJECTIVES

What specific objectives does the department seek to accomplish through civic engagement?

- What do I need from the community?
- What does the community need from me?
- What is my promise to the community?
- What degree of citizen control is possible on this project?

(See **Civic Engagement Approaches Tool.**)

## FROM CHALLENGES TO ASPIRATIONS



**ACCESS & REPRESENTATION:** The City struggles to have broad engagement in decision-making and delivery of services, possibly held back by inflexible systems and complex bureaucracy. Under-represented communities are often not heard, and staff say this discrepancy can skew the City's perspective of public understanding.

**Guiding questions:**

- How are marginalized communities impacted by your work and what do they have to gain or lose by interacting with the city?
- How can resources be targeted to reach communities where they are?
- How can the department prepare to receive and act on suggestions from under-represented communities? How will we respond when their suggestions fall outside of normal duties?



**UNDERSTANDING EACH OTHER:** City staff perceive a lack of understanding about how the City functions, so resources are spent producing and distributing information, a one-way, transactional approach. A transformational approach emphasizes two-way dialogue and collaboration.

**Guiding questions:**

- What institutional policies and historic events have affected communities with respect to the work you do?
- How are outreach and communication materials tailored to specific communities? How have those been received?
- What opportunities does your department offer to open a two-way dialogue, allowing the community and city staff to build mutual understanding?
- How will you communicate with the public about how their input was used?



**FLASHPOINTS & CATALYSTS:** Flashpoints, or high levels of participation that are passionate or urgent in nature, can emerge surrounding controversial issues, causing the City to invest considerable energy on specific decisions. However, these moments can indicate important community needs and be catalysts for more meaningful engagement.

**Guiding questions:**

- How have the city's previous responses to crises impacted relationships and credibility with city residents?
- What are the underlying causes of flash-points and how can your department be proactive in addressing these?

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LIVABLE CITY YEAR 2017-2018  
IN PARTNERSHIP WITH  
CITY OF TACOMA