

Interim City Manager Expectations | Workplan

1. Assisting Council with Policy Making Role

- **Vision 2035 | Q4 2025** → Future-focused, strategic planning lens for Council that aligns existing plans, including a process to adapt ongoing planning efforts annually.
 - **Expected deliverable:** Presentation Q4 2025 with corresponding ownership by Council in 2026.
- **Council Onboarding | Q4 2025** → Updated processes, structures and materials to provide new City Council Members the information and resources they need to govern effectively.
 - **Expected outcome:** Council onboarding materials available end of year, along with budget and departmental overviews in Q1 2026.

2. Organizational Performance and Internal Administration

- **Balanced Budget Execution – Mid-Mod | October 2025** → Propose options to close structural gaps through service level planning based on transparent, data-informed analysis of tradeoffs.
 - **Expected deliverable:** Mid-mod presentation in October. Start recovery planning efforts for 2027-2028 biennial budget in Q1-Q3 2026.
- **Concurrent Pilot Program (Housing & Franchises) | Q1 2026-Q4 2026** → Innovation in internal systems to improve efficiency and reduce friction in service delivery.
 - **Expected deliverable:** Presentation to City Council Q4 2025 with pilot launch at the start of 2026.
- **Council Strategy (Retreat) – 2026 | Q4 2025 – Q1 2026** → Reinforce prioritized initiatives with structured dialogue and strategy-setting at department level in preparation for Council strategy session.
 - **Expected deliverable:** Director's Retreat on organizational assessment in preparation for confirmation or new Council direction in 2026.
- **Transition Planning | Q4 2025 – Q1 2026** → Ensure Council is supported with executive recruitments, onboarding, and communication of leadership transitions.

Expected deliverable: Recruitment and Council confirmation of HR Director (Q4 2025) and NCS Director (Q1 2026).

3. Communication

- **Revenue Strategy Roadmap | Q4 2025** → Develop a clear, sequenced set of revenue options aligned with fiscal needs and community expectations
 - (Public Safety Sales Tax, SDA/Impact Fees, SI2, Library, Dome PDA, RFA/Fire Levy).
 - **Expected deliverable:** Draft sequence of revenue options for Council consideration to begin in Q4 2025.

4. Council Initiatives

- **Tacoma Rescue Mission (TRM) Shelter Expansion | Q3 2025 – Q4 2026** → Support our TRM partner to bring project online by leveraging federal pass-through funding to deliver expanded bed capacity by Q4 2026 in alignment with Council's priority initiative on homelessness.
 - **Expected deliverable:** Timely communication to City Council and TRM on dynamic changes to federal funding.
- **Tacoma Urban Canopy Project | Q4 2025 and beyond** → Partner with Department of Ecology (DOE) on demonstration project ahead of Interlocal Agreement (ILA) to deploy new trees and de-paving programs in Tacoma.
 - **Expected deliverable:** Established ILA with DOE and to be determined number of new trees planted in Q4 2025.