



# Roadmap to Recovery

**City Manager's Office**  
City Council Study Session  
July 7, 2026  
Item 1

## What is it?

The Roadmap to Recovery is a multi-biennium strategy to build a sustainable, structurally aligned budget through transparent, data-informed decisions.

## Why is it important?

It provides real options for the City Council to ensure delivery of reliable services the community can count on as we adapt to a rapidly changing future.

## What is the problem?

Tacoma's current service model costs more each year than our revenues can sustainably support.

## What caused the problem?

Higher demand for City services and evolving community expectations.

Increasing costs of: labor, healthcare and other benefits, materials, maintaining aging infrastructure, and service delivery.

Statutory and programmatic limits on revenue.

Broader economic conditions.

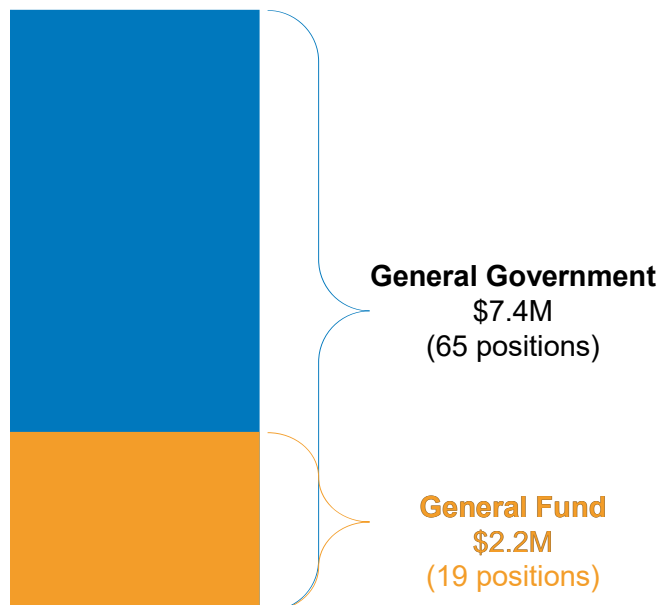
# What are we doing about it?



## 1. Immediate Savings:

### Projected 2026 Savings from Hiring Freeze

- **Benefits of Hiring Freeze**
  - Generates one-time savings
  - Creates opportunities for displaced City employees
  - Provides options during budget development
- **Costs**
  - Reduction in service levels
  - Delayed projects
  - Increased pressure on remaining staff
  - Vacancies may not align with priorities



## 2. Future Savings



### 2027-2028 Budget Development

Build a balanced, sustainable budget for the next biennium.



### Long Term Cost Controls

Implement strategies that reduce structural costs and drive efficiency for the future.



## 3. Innovation - Restructuring for Efficiency



- Merger Public Works and Environmental Services
  - Effective January 1, 2027
  - Reduction of 1 Executive Position
- Elimination of Deputy City Manager position
- Internal Services Realignment
  - Labor Relations in Human Resources
  - Continuous Improvement in the City Manager's Office
- Consolidation of Human Services, Housing, & Homelessness within Neighborhood & Community Services



# Roadmap to Recovery

*A phased approach to building a stronger, more resilient Tacoma*

**To ensure...**

-  **Reliable Services**
-  **Access & Opportunity**
-  **Financial Stability**
-  **Resilience**
-  **Stewardship**



**2026**

## Alignment & Options

Explore options, engage community, align priorities, and begin to stabilize costs.



**2027 - 2028**

## Analysis & Refinement

Build momentum, partner with community, and develop structural solutions.



**2029 - 2030**

## Long-Term Recovery

Continue change, improve outcomes, and deliver sustainable city services.

 **Short-term actions support long-term recovery.**



<https://tacoma.gov/roadmaptotherecovery>



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