



City Manager's Expectations | Workplan

City of Tacoma | City Manager's Office

Study Session
October 14, 2025



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Presentation Overview



Agenda

- Expectations
- Workplan and Timeline

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Assisting Council with Policy Making Role



Description/behaviors: Accurate and timely information, alternatives, and recommendations; support of strategic goals; concise written and verbal communications; timely follow—up; future-focused, advanced planning.

Expectations:

- Set the expectation with City staff of helping Council Members make progress or move forward with a particular idea by asking additional questions, providing context, and helping to chart a clear path forward.

Workplan:

- **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. Developing a feedback mechanism for Council to measure effectiveness in 2026.

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Organizational Performance and Internal Administration



Description/behaviors: Issue analysis and long-term solutions; periodic status reports; thorough knowledge of budgeting and financial management; cost control; timely and accurate financial reports; effective professional relationships with staff; clear expectations for staff performance; employee performance management.

Expectations:

- Develop a mechanism for gathering suggestions from all levels of City staff on policy issues or concerns that could lead to policy recommendations for Council consideration.
- Create a revenue strategy roadmap that is clear with a well analyzed menu of new or adjusted revenue options, aligned with fiscal needs and community expectations.
- Develop a no-deficit budget in line with the adopted 2025-2026 biennial framework, while addressing structural gaps without over reliance on one-time reductions. Proposed expenditure reduction options to come with the 2025-2026 mid-biennial review and modification.
- Provide transparent, data-informed analysis to support Council in evaluating service levels, priorities, and potential service level tradeoffs.

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Organizational Performance and Internal Administration

Workplan:

- **Balanced Mid-Modification Budget** | October 2025 → Propose options to close structural gaps through service level planning based on transparent, data-informed analysis of tradeoffs.
 - **Expected outcome:** Mid-mod presentation in October. Start recovery planning efforts for 2027-2028 biennial budget in Q1-Q3 2026.
- **Revenue Strategy Roadmap** Q4 2025 → Develop a clear, sequenced set of revenue options aligned with fiscal needs and community expectations.
 - **Expected outcome:** Draft sequence of revenue options for Council consideration to begin in Q4 2025.
- **Pilot Project (Concurrent Housing Permitting)** | Q1-Q4 2026 → Innovation in internal permitting process to improve efficiency and reduce friction in service delivery.
 - **Expected outcome:** Presentation to City Council Q4 2025 with pilot launch at the start of 2026. Check-in slated mid-year for City Council. Metrics for improvement in permitting will be ideally aligned along time reduction for permit review.

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Organizational Performance and Internal Administration

Workplan Continued:

- **Executive Transition and Recruitment Efforts** | Q4 2025 through Q2 2026 → Ensure Council is supported with executive recruitments, onboarding, and communication of leadership transitions.
 - **Expected outcome:** Council confirmation of numerous executive director positions through the next six months.

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Communication



Description/behaviors: **External** – high quality, professional, accessible external communications and outreach; diverse and broad base of community stakeholders; dialogue about issues of concern; news/media relations.

Expectations:

- **External:**
 - Continue to produce the Weekly Report, but develop, streamline and test alternative formats including by Council priority or specific topic each week.
 - Continue transparent communication on the City's budget and all things that impact City finances. (City Manager's Report).
 - Strengthen the City's external communication to better inform, engage and build trust with the public-building on the recent organization audit and improvements.

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Communication



Description/behaviors: **Internal** - provides regular updates to Council; shares information with all Council Members in a clear, timely, and concise manner; provides a clear understanding of next steps.

Expectations:

- **Internal:**
 - Develop an after-action briefing on comments made by the public during community forum and public comment.
 - Continue to look for ways to make Council and community aware of emerging issues.

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Council Initiatives: Strategies and Status



Description/behaviors: Implements and actively monitors Council priorities and progress; engaged; provides sound recommendations.

Expectations:

- Develop a mechanism for regularly communicating (i.e., in one-on-one meetings) the work that is happening connected to Council priorities.
- Continuing to advance and maintain progress on the 2025 prioritized initiatives and projects that the Council has previously invested in or identified as a high priority

Workplan:

- **Tacoma 2035** | Q4 2025 → Future-focused, strategic planning lens for Council that aligns existing plans, including a process to adapt ongoing planning efforts annually.
 - **Expected outcome:** Presentation Q4 2025 with corresponding ownership by Council in 2026.

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Council Initiatives: Strategies and Status



Workplan Continued:

- **Tacoma Rescue Mission (TRM) Shelter Expansion** | Q3 2025 through end of 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 outcome:** 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 outcome:** Established ILA with DOE and to be determined number of new trees planted in Q4 2025.

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