

# City of Tacoma Operational Strategy and Administrative Committee (OSAC) Minutes

10/24/2025 | 10:30 AM 747 Market Street, Tacoma, WA 98402, Conference Room 243

## Call to Order

The meeting was called to order at 10:33 AM by Vice Chair Walker.

## Roll Call

Committee Members Present: Vice Chair Walker, Committee Member Bushnell, Committee Member Hines and Committee Member Scott.

Committee Members Absent: Chair Woodards.

## Welcome and Opening Remarks

Vice Chair Walker opened the meeting and provided a key topic summary of the previous meeting.

## Approval of Minutes

**MOTION:** Committee Member Bushnell moved to approve the minutes of October 10, 2025.

**SECONDED BY:** Committee Member Hines

**ACTION:** Voice vote was taken and carried. The motion was declared adopted.

## Briefing Item 25-0963: City Manager Recruitment

Presented by Human Resources Assistant Director Cheryl Bidleman and Human Resources Manager Keith Gulley.

### Key Discussion Points:

- **Recruitment Timeline Revised:** The Committee approved (by consensus) the revised recruitment schedule, which adjusts for the holidays. Key dates are:
  - Mid-November 2025: Post job announcement.
  - Early January 2026: New Council to evaluate candidates.
  - Early February 2026: Final interviews.
  - March-April 2026: Anticipated City Manager start date.

- **Public Engagement Status:** Stakeholder survey is live and communicated via the City's public channels . We have received 110 responses in less than one week.
- **Interview Structure:** The Committee reviewed and generally supported the proposed in-person interview structure, which heavily integrates community engagement, including using the survey results to guide panelists' questions and a public presentation by the final candidate.

## Briefing Item 25-0964: OSAC Committee Roadmap Progress Report

Presented by Continuous Improvement Officer Ben Thurgood.

### Key Discussion Points:

- **Work Plan Review:** Staff presented a high-level overview of the work plan, specifically reviewing progress and accomplishments related to four core areas: OSAC establishment, Interim City Manager Workplan, City Manager Recruitment, and City Council Staffing. This included clarifying which items are completed, in-progress, and on-deck.
- **Schedule Adjustment:** The Committee proactively worked to establish a collaborative OSAC meeting timeline and topics for the remainder of the year. Due to holiday scheduling conflicts, it was proposed to remove two OSAC meetings in Q4 2025. The committee will decide later if alternate meeting dates are required to ensure mandated deliverables are met.
- **Membership Impact:** The Committee discussed potential changes to OSAC membership and how these changes may necessitate adjustments to the current OSAC schedule or transition plans in early 2026 to maintain momentum.

## Public Comment

Public comment was taken.

## Closeout

**MOTION:** Committee Member Bushnell moved to approve the summary recruitment timeline as presented by Human Resources with an updated date of Feb. 10<sup>th</sup> for evening motion.

**SECONDED BY:** Committee Member Scott

**ACTION:** Voice vote was taken and carried. The motion was declared adopted.

**MOTION:** Committee Member Bushnell moved to cancel the Operational Strategy and Administrative Committee Meetings of November 28, and December 26, 2025.

**SECONDED BY:** Committee Member Scott

**ACTION:** Voice vote was taken and carried. The motion was declared adopted.

## Action Items:

### 1. Consensus Items

- a. The City of Tacoma will use a survey to capture panelist feedback on candidates.
- b. Human Resources (HR) will allow for additional time for council to consider panelist feedback in the interview schedule.
- c. When using executive or closed sessions as appropriate, the sessions should include the full council, not just OSAC members (in reference to discussions pertaining to the City Manager Candidates).
- d. Reached consensus on the working draft of 2026 OSAC meeting schedule with topics.

Action Item	By Whom	When	Communication / Decision
<b>1). Finalize Interview Panelist Structure &amp; Survey</b>	HR Staff	Follow-up in Future OSAC Meeting	<b>Decision/Communication:</b> Work with Committee to refine the panelist survey and provide specific questions from OSAC.
<b>2). Recommend Specific Panelist Names</b>	Full Council (All Members) + HR Staff	Hard Deadline to be Provided by HR (Via Email)	<b>Communication:</b> Full Council to recommend specific names for panelists and community participants (panels must be 6 or less). HR to provide categories (Union, CBC Leaders, etc.) for nominations.
<b>3). Block Council Calendars for Interview Input</b>	Staff Liaison + HR Staff	Immediately (Following in-person interview dates)	<b>Communication:</b> Block time for Council members to provide feedback/reverse input at the end of the in-person interview days.
<b>4). Define Public Input Utilization Strategy</b>	Council Members (OSAC) + HR Staff	Prior to finalizing interview questions	<b>Decision:</b> Determine how community survey results will be applied to the interview process (e.g., shaping panels, influencing specific interview questions).
<b>5). Finalize Specific Interview Questions</b>	Council Members (OSAC) + HR Staff	Future OSAC Meeting (Prior to Paper Review)	<b>Decision:</b> Approval of the final, agreed-upon set of interview questions for candidates.
<b>6). Conduct Candidate Paper Review</b>	Current City Council (All Members)	Before End of Year (Prior to January 2026)	<b>Decision:</b> Council + OSAC committee recommends candidates to advance to the final in-person interview stage.

<b>7). Schedule Full Council Executive Sessions</b>	HR Staff	Early January/February 2026 (Around Evaluation/Interviews)	<b>Communication:</b> Ensure all appropriate executive or closed sessions related to recruitment include the <b>Full Council</b> , not just OSAC members.
<b>8). Plan OSAC Update at Study Session</b>	Ben Thurgood	TBD (Upcoming Study Session)	<b>Communication:</b> plan and deliver an OSAC update to the Full Council at an upcoming study session.
<b>9). Circulate Final Job Announcement</b>	HR Staff	Immediately	<b>Communication:</b> Circulate the final, approved job announcement in advance of official launch.

## Adjournment

There being no further business, the meeting adjourned at 11:29 AM.

**Minutes prepared by:** Ben Thurgood  
**Date:** 10/24/2025




---

X Chair Woodards




---

X Executive Liaison Ben Thurgood