



TO: T.C. Broadnax, City Manager
FROM: Mary Morrison, Organization Development Manager, Human Resources
Joy St. Germain, Director, Human Resources
COPY: City Council and City Clerk
SUBJECT: **Resolution approving the City of Tacoma Strategic Direction for 2014.**
Requested City Council Date: March 18, 2014
DATE: March 18, 2014

SUMMARY:

The City Council discussed and prioritized the policy-related objectives at their February 21, 2014 Planning Work Session. By establishing a Strategic Direction for the City, Council can focus its efforts and resources strategically and provide guidance to the City Manager in directing staff. The Revised Strategic Direction with 2014 Policy Objectives are provided in Exhibit A.

COUNCIL SPONSORS:

Mayor Strickland

STRATEGIC POLICY PRIORITY:

The Strategic Direction aligns with all of the statements below as it is the document that defines these policy priorities:

- Strengthen and maintain a strong fiscal management position.
- Strengthen and support human services, public education, and diverse higher learning opportunities in Tacoma.
- Foster neighborhood, community, and economic development vitality and sustainability.
- Plan for and improve public infrastructure that meets the transportation needs of all Tacoma residents and visitors.
- Encourage and promote an open, effective, results-oriented organization.

BACKGROUND:

- Each year the City Council participates in a work session for the purpose of: acknowledging events and accomplishments of the year before; identifying potential strategic priorities for the current year; setting the stage for strategic planning and work for the next year and beyond; and, providing a clear sense of direction to the City Manager and City staff. On February 21, 2014, the City Council held its 2014 Planning Work Session at the Center for Urban Waters in Tacoma to review significant events and accomplishments in 2013, and to discuss emerging issues related to transportation and public safety. In addition, they discussed their 2014 Objectives and next steps for strategic planning for 2015 and beyond.



Exhibit A

Tacoma City Council Strategic Direction

2014 Strategic Policy Priorities

- Strengthen and maintain a **Strong Fiscal Management** position.
- Strengthen and support **Public Safety, Human Services, Public Education, and Diverse Higher Learning Opportunities** in Tacoma.
- Foster **Neighborhood, Community, and Economic Development Vitality and Sustainability**.
- Plan for and improve **Public Infrastructure** that meets the **Transportation** needs of all Tacoma residents and visitors.
- Encourage and promote an **Open, Effective, Results-oriented Organization**.

Strategic Objectives 2014

1. **Implement a Community and Organization Equity and Empowerment Initiative:**
 - a. Engage the Community in an external initiative to ensure equitable access to foundational community assets with and between neighborhoods and populations; and
 - b. Build internal capacity for equity and empowerment, including racial equity, into City of Tacoma policies, programs, initiatives, workforce and budget decisions.
2. **Focus on development of the South Tacoma and Lincoln District Mixed Use centers.**
3. **Cultivate strong relationships with primary employers in Tacoma and leverage their presence to attract potential investors.**
4. **Develop a comprehensive Greenroads program to improve water quality and neighborhood infrastructure.**
5. **Make Tacoma a “Welcoming City” and cultivate an immigrant-friendly environment.**
6. **Make Tacoma more physically attractive (2013-2014).**
7. **Develop and implement a comprehensive transportation plan (2013-2014).**
8. **Develop and implement a marketing/communication campaign (2013-2014).**