

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

1/9/2026 | 10:30 AM 747 Market Street, Tacoma, WA 98402, Conference Room 243

Call to Order

The meeting was called to order at 10:36 AM by Chair Ibsen .

Roll Call

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

Committee Members Absent: None.

Welcome and Opening Remarks

Chair Ibsen opened the meeting and provided a key topic summary of the previous meeting, including city manager recruitment, council retreat planning, and OSAC work plan updates.

Approval of Minutes

MOTION: Committee Member Bushnell moved to approve the minutes of December 12, 2025.

SECONDED BY: Committee Member Scott.

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

Briefing Item 26-0001: City Manager Recruitment

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

Key Discussion Points:

- **Timeline:** Candidate materials will be provided to Council by January 23, followed by an executive session on January 27; virtual interviews occur the week of February 2nd, with in-person interviews and a public presentation scheduled for February 26.

- **Interview Panels:** The February 26 process will include four panels: City Council, City Leadership, and two Community Panels (10 members each), featuring union, business, and education representatives. In the evening, candidates would present publicly about their qualifications and visions in the role, followed by a tabling event that will allow for a public Q&A session and direct candidate interaction. Survey based public feedback will also be received.
- **Candidate Pool:** There are 17 candidates currently moving forward, with a diverse mix including 6 Caucasian males, 2 African American males, 5 Asian males, and 4 African American females. Candidate evaluation is being completed using a tiered, experience-based approach.

Briefing Item 26-0002: Council Retreat Planning

Presented by Director of the Center for Strategic Priorities, Jacques Colon.

Key Discussion Points:

- **Logistics:** The retreat will be held at the University of Puget Sound in the Tahoma Room.
- **Agenda:** A draft agenda will be provided to OSAC by the January 23 meeting, focusing on strategic priorities and budget realities. Content may include:
 - **Working Style Assessments** (To strengthen team dynamics)
 - **Context Setting** (A review of 2025 and Tacoma 2025 performance and revenue strategy updates)
 - The desire is that content focus on a high-level evaluation of whether expectations were met, exceeded, or not met, including an analysis of contributing factors.
 - **Theory of Action** (Facilitating a deep dive into performance measurement and how to operate effectively within budget limitations)
 - **Priority Setting** (Identifying 2–3 immediate, high-level priorities based on the "4P's" framing and core values) In this section, there is also a desire to:
 - Utilize mixed staff/council small groups to create "pathways to action."
 - Define the role of sub-committees in advancing these priorities.
- **OSAC Requests to Staff**
 - Pre-Retreat Value Exercise: Request for staff to provide a worksheet template in advance to help council members frame their priorities before the retreat begins.
 - Accountability Debrief: Request that a follow-up study session be scheduled to establish clear responsibilities and next steps.

Public Comment

Public comment was taken.

Closeout

Motion Items:

MOTION: Vice Chair Walker moved to direct Human Resources staff to present at the council meeting of January 27 on the city manager recruitment.

SECONDED BY: Committee Member Scott

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

MOTION: Committee Member Bushnell moved to direct Human Resources staff to administer a survey to the council to finalize the panelists for the city manager recruitment by Tuesday, January 13, with council responses due by Friday, January 16.

SECONDED BY: Committee Member Scott

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

MOTION: Committee Member Bushnell moved to direct staff to develop a proposed agenda for the City Council retreat to be finalized at the January 23 OSAC meeting.

SECONDED BY: Committee Member Scott

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

Action Items:

1. OSAC has requested that staff slot in specific topics to the OSAC workplan for 2026, including:
 - a. Identify a good day for OSAC to discuss Council Action Memos and Capital Committee Requests (February 13 preference).
 - b. OSAC workplan update + review (February 27 preference).
 - c. Review of Community Forum (format, cadence, and general reimaging) with the goals of going to the community and increasing collaboration (preference for February 13 or 27).

Action Item	By Whom	When	Communication / Decision
1. Submit top 20 community panelist votes via survey	Human Resources staff	January 13, 2026	

council responses due by Friday January 16			
2. Select 10 preferred interview questions/competencies	Human Resources staff + Council Members + Admin. Team	January 14, 2026	Submission to HR (Keith Gulley)
3. Provide draft Council Retreat Agenda	Jacques Colon	January 23, 2026	Provide to OSAC Considerations: attire (Tacoma swag), working style assessments, context setting, 2025 Review, theory of action, & priority setting.
4. Pre-retreat value exercise worksheet	Jacques Colon	TBD, deliver prior to the retreat	Provide to council
5. Present on City Manager Recruitment at Council Meeting	Human Resources staff	January 27, 2026	Considerations: timing of public comments, involve MCO in advertising for additional comments prior to the meeting

Adjournment

There being no further business, the meeting adjourned at 11:40 AM.

MOTION: Committee Member Bushnell moved to adjourn.

SECONDED BY: Committee Member Scott

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

Minutes prepared by: Ben Thurgood

Date: 1/21/2026

Andrea Ibsen
X Chair Ibsen


X Executive Liaison Ben Thurgood