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**TO:** T.C. Broadnax, City Manager  
**FROM:** Mary Morrison, Office of Equity and Human Rights *mm*  
Diane Powers, Director, Office of Equity and Human Rights *DP*  
**COPY:** City Council and City Clerk  
**SUBJECT:** **Resolution approving the City of Tacoma Strategic Direction for 2015**  
Requested City Council Date: March 31  
**DATE:** March 17, 2014

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**SUMMARY:**

The City Council discussed and prioritized the policy-related objectives at its February 20, 2015 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 2015 Strategic Direction, including Strategic Policy Priorities and 2015 Objectives are provided in Exhibit A.

**COUNCIL SPONSORS:**

Mayor Strickland

**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 20, 2015, the City Council held its 2015 Planning Work Session at the University of Puget Sound to review significant events and accomplishments in 2014, and discuss emerging issues related to economic development. In addition, Council reviewed the City of Tacoma's newly adopted strategic plan—Tacoma 2025 shared vision | shared future—to begin development of a five-year action plan. The City Council concluded its work session with the prioritization of objectives for 2015.

**ISSUE:**

In order for the City Council's policies to be carried out, it is beneficial for the City Manager and staff to have a clear understanding of the Council's priorities and strategic direction so that staff and funding resources can be used to meet the Council's objectives. The Council's strategic direction is referenced in proposed legislation for Council consideration and also utilized as a tool during the biennial budget discussions and process.

**ALTERNATIVES:**

It is a best practice in local government policy development to have a strategic direction for the City Manager and staff to refer to and follow so that the Council's collective policy direction is the key focus of City efforts. This helps ensure that the needs of the citizens as expressed through the Tacoma 2025 vision are aligned with the Council's priorities and staff's annual work plans.



**RECOMMENDATION:**

The recommendation is for the City Council to approve its Strategic Direction for 2015, which will be used to provide direction to the City Manager and staff and aligning City resources with the direction.

**FISCAL IMPACT:**

There is no fiscal impact in identifying the City Council's Strategic Direction.



## **Exhibit A**

### **Tacoma City Council Strategic Direction**

#### **2015 Strategic Policy Priorities**

- Strengthen and support a **safe city with healthy residents.**
- Ensure all **Tacoma residents are valued and have access to resources to meet their needs.**
- Foster a **vibrant and diverse economy with good jobs for all Tacoma residents.**
- Encourage thriving residents with abundant opportunities for **life-long learning.**
- Cultivate a **vibrant cultural sector** that fosters a creative, cohesive community.
- Assure outstanding **stewardship of the natural and built environment.**
- Encourage and promote an **efficient and effective government, which is fiscally sustainable and guided by engaged residents.**

#### **Strategic Objectives 2015**

1. Work with interested stakeholders to explore, review and identify potential sustainable funding sources to address the City's deferred street maintenance.
2. Establish and facilitate a Property Crimes Task Force to identify system improvements and strategies to reduce property crimes within the City.
3. Develop and implement a strategy to create citywide digital equity for residents by exploring options and leveraging Click! Network.
4. Develop the Tacoma 2025 Five-year Action Plan to successfully implement Tacoma 2025.
5. Develop and conduct a city-wide business satisfaction and business climate survey to identify opportunities to better understand local businesses' needs and areas of improvement on the City's behalf.
6. Continue to partner with Sound Transit to identify, secure and leverage funding to support the design and construction of the \$165 million Tacoma Link expansion.

