

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

3/27/2026 | 10:30 AM 747 Market Street, Tacoma, WA 98402, Conference Room 243

## Call to Order

The meeting was called to order at 10:31 AM by Chair Ibsen .

## Roll Call

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

- Council Member Scott arrived at 10:32 a.m.

Committee Members Absent: Committee Member Bushnell.

## Welcome and Opening Remarks

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

## Approval of Minutes

**MOTION:** Vice Chair Walker moved to approve the meeting minutes of February 27, 2026.

**SECONDED BY:** Committee Member Hines

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

Council Member Scott arrived at this point, at 10:32 a.m.

## Briefing Item 26-0231: City Manager Workplan

Presented by Interim City Manager Hyun Kim.

### Key Discussion Points:

- Based on community feedback, the draft workplan was updated to include a preamble section that outlines and defines the purpose of the workplan.

- The committee went through each line item to discuss specific changes they would like to see:

#### Fiscal Sustainability and Structural Deficit

The plan includes a goal to generate \$5 million in savings/revenue options for 2026 to address fiscal sustainability.

- Committee members reached a consensus to remove the specific phrase "in savings" from the performance metric to provide more flexibility for the city manager to propose revenue growth ideas alongside cost containment.

#### Employee Satisfaction and Organizational Culture

The committee discussed conducting a review of the 2026 internal employee satisfaction survey (anticipated at year-end) to develop an action plan for improving organizational culture.

- Council members advocated for broader language regarding these goals to allow the city manager more nimbleness in addressing specific issues (such as communication or morale) once the survey data is available.

#### Communications and Public Engagement

The committee reviewed a transition to a "digital-first strategy" based on a 2022 communications audit, including new efforts like podcasting and short-form storytelling.

- There was a proposal to evolve the "analog" weekly report into a more dynamic web page or dashboard featuring infographics for real-time viewing by the public.

#### Addressing Homelessness

The committee discussed a performance metric to reduce the proportion of chronic homelessness by 2035, as measured by the annual Point in Time Count.

- Council members emphasized that while the goal is prescriptive, the city manager should be held accountable for pushing toward progress rather than just hitting specific numbers, acknowledging factors outside of city control.

#### Jobs and Economy

The focus is on making Tacoma the "best place to do business in the Sound," with metrics centered on business climate surveys.

- The committee discussed the city manager's role in engaging directly with the business community and removing cross-departmental barriers to business success.

# Public Comment

Public comment was taken.

## Closeout

**MOTION:** Vice Chair Walker moved to direct the interim city manager to update the draft permanent work plan discussed today in preparation for continued input from the full council, and provide an update on the interim work plan for discussion at the March 31, 2026, City Council Study Session.

**SECONDED BY:** Committee Member Scott

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

## Action Items:

1. Consensus Items
  - a. A discussion was held where OSAC committee made clear their desire that the equity index be considered with implementation. They specified that equity does not need to be specifically mentioned within each section or goal; however a focus on equity (i.e. emphasis on specific districts or regions of opportunity) ought to be added to the preamble section.

Action Item	By Whom	When	Communication / Decision
1. <b>Complete 1:1s</b> <i>with non-OSAC City Council Members</i>	Hyun Kim	Before March 31 Study Session	
2. <b>Prepare “tracked changes” version</b> <i>of the Permanent City Manager Draft Document</i>	Ben Thurgood	Before March 31 Study Session	Something that visually demonstrates the evolution of the document (i.e. original, staff changes, OSAC additions)  In addition, include a mark-up free draft.  The intent is to show council colleagues document process and OSAC contributions.

# Adjournment

There being no further business, the meeting adjourned at 11:47 AM.

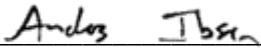
**MOTION:** Vice Chair Walker moved to adjourn.

**SECONDED BY:** Committee Member Scott

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

**Minutes prepared by:** Ben Thurgood

**Date:** 3/27/2026

  
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X Chair Ibsen

  
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X Executive Liaison Ben Thurgood