Roadmap to Recovery

City Manager's Office
City Council Study Session
July 7, 2026
Item 1

What is it?

The Roadmap to Recovery is a multi-biennium strategy to build a sustainable, structurally aligned budget through transparent, data-informed decisions.

Why is it important?

It provides real options for the City Council to ensure delivery of reliable services the community can count on as we adapt to a rapidly changing future.

What is the problem?

Tacoma's current service model costs more each year than our revenues can sustainably support.

What caused the problem?

Higher demand for City services and evolving community expectations.

Increasing costs of: labor, healthcare and other benefits, materials, maintaining aging infrastructure, and service delivery.

Statutory and programmatic limits on revenue.

Broader economic conditions.

What are we doing about it?

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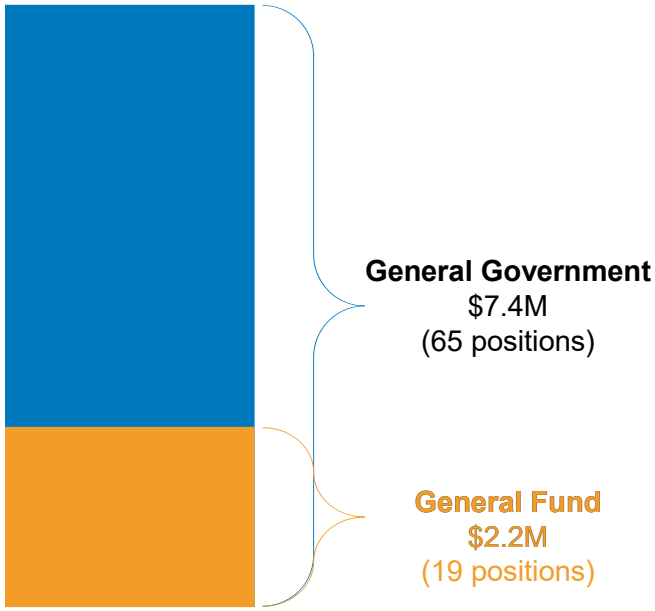
1. Immediate Savings:

Projected 2026 Savings from Hiring Freeze

- **Benefits of Hiring Freeze**
  - Generates one-time savings
  - Creates opportunities for displaced City employees
  - Provides options during budget development
- **Costs**
  - Reduction in service levels
  - Delayed projects
  - Increased pressure on remaining staff
  - Vacancies may not align with priorities



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2. Future Savings

2027-2028 Budget Development

Build a balanced, sustainable budget for the next biennium.

Long Term Cost Controls

Implement strategies that reduce structural costs and drive efficiency for the future.

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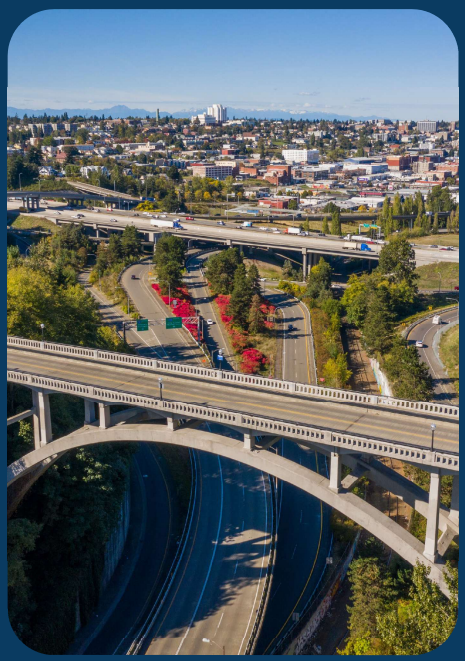
3. Innovation - Restructuring for Efficiency



- Merger Public Works and Environmental Services
  - Effective January 1, 2027
  - Reduction of 1 Executive Position
- Elimination of Deputy City Manager position
- Internal Services Realignments
  - Labor Relations in Human Resources
  - Continuous Improvement in the City Manager's Office
- Consolidation of Human Services, Housing, & Homelessness within Neighborhood & Community Services

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Roadmap to Recovery

A phased approach to building a stronger, more resilient Tacoma

To ensure…

- Reliable Services
- Access & Opportunity
- Financial Stability
- Resilience
- Stewardship

2026

Alignment & Options

Explore options, engage community, align priorities, and begin to stabilize costs.

2027 - 2028

Analysis & Refinement

Build momentum, partner with community, and develop structural solutions.

2029 - 2030

Long-Term Recovery

Continue change, improve outcomes, and deliver sustainable city services.

Short-term actions
support long-term recovery.

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https://tacoma.gov/**roadmaptorecovery**

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