

City Manager Workplan

This workplan outlines the City Council’s expectations for the City Manager to focus and prioritize his efforts to drive results throughout the organization to benefit the community on behalf of the City Council.

The City Manager is directed to complete these items with an emphasis on:

- Partnership with other local jurisdictions, labor partners, businesses, and community partners
- Increasing access, advancing opportunity, and centering belonging for all Tacoma community members leveraging the Equity Index to provide emphasis in low opportunity zones.
- Data informed approaches with a balance of qualitative and quantitative accountability
- Cross-departmental alignment and coordination, leveraging all relevant resources of the organization
- Focused communication with aligned message discipline.

1. Organizational Performance and Internal Administration

● On Track ● At Risk ● Delayed ● New ● Improved

Operational Excellence

Leading the organization to promote a healthy, stable, workforce that delivers on Council’s priorities while implementing internal process improvements, cost containment, and efficiency measures in 2026 as we work to structurally align revenues and expenses to ensure sustainable delivery of effective City services in future biennia.

| Performance Metric | Outcome/Update | Status |
|--|----------------|--------|
| To ensure fiscal sustainability for the City of Tacoma, the City Manager will develop options for cost containment and reductions that meaningfully addresses the structural deficit in the 2027-2028 budget. | | ● |
| To ensure the sustainable delivery of City services to the community, the City Manager will promote a healthy, stable workforce and lead the Roadmap to Recovery to provide options to structurally align revenues and expenses by 2030. | | ● |
| To promote transparent, timely communications internally and externally, the City Manager will develop options to improve the impact of internal and external communications. | | ● |


2. Council Priorities: Strategies and Status

● On Track ● At Risk ● Delayed ● New ● Improved

Community Safety

Addressing community safety issues through code enforcement, innovative response models, and infrastructure safety.

| Performance Metric | Outcome/Update | Status |
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| To enhance perceptions of community safety for Tacoma Residents, the City Manager will work with Tacoma Police, Tacoma Fire, Neighborhood and Community Services, Public Works, Environmental Services, in alignment with all other departments to improve the quality of life for the community. | |  |
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● On Track ● At Risk ● Delayed ● New ● Improved

Housing and Homelessness

Addressing the regional and local causes and impacts of homelessness that residents can access, secure and maintain affordable housing in alignment with AHAS and homelessness strategies.

| Performance Metric | Outcome/Update | Status |
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| To support the wellbeing and dignity for our unhoused residents and promote the safety and cleanliness of the City for all residents, the City Manager will review and renew the applicable portions of the Affordable Housing Action Strategy and Homelessness Strategy with a particular focus on improving shelter acceptance and progression toward stable housing. | |  |
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● On Track ● At Risk ● Delayed ● New ● Improved

Jobs and Economy

Leading on efforts to make Tacoma the best place to do business in the Puget Sound, including everything from opening and operating a business in Tacoma to being the best place to work for employees.

| Performance Metric | Outcome/Update | Status |
|--------------------|----------------|--------|
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| To support a vibrant business environment, the City Manager will direct Community and Economic Development and other departments to engage with community partners and industry to analyze and improve Tacoma’s business climate, in alignment with relevant Economic Development plans. | |  |
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| To enhance the speed of permitting in Tacoma, in collaboration with Tacoma Public Utilities, the City Manager will direct Planning and Development Services, Finance, and other departments to reduce the time it takes to issue certain permits by proposing new and innovative strategies. | |  |
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