

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

1/23/2026 | 10:30 AM 747 Market Street, Tacoma, WA 98402, Conference Room 243

Call to Order

The meeting was called to order at 10:35 AM by Chair Ibsen .

Roll Call

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

Committee Members Absent: None.

Welcome and Opening Remarks

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

Approval of Minutes

MOTION: Committee Member Bushnell moved to approve the minutes of January 9, 2026.

SECONDED BY: Vice Chair Walker

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

Briefing Item 26-0043: City Manager Recruitment

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

Key Discussion Points:

- **Interview Panel Member Selection** There was extensive discussion surrounding how candidates for the interview panels will be identified, discussed, and consolidated into a pool of recommended panelists while also maintaining candidate privacy and obtaining buy-in from the full council.
 - To ensure Council buy-in, OSAC members will gather initial recommendations from their colleagues to form a primary pool.

- The committee will hold a Special OSAC Meeting to consolidate recommendations into a formal list.
- This list will then be presented to the full City Council during a study session, allowing for final modifications and broader consensus.
- The goal is to create a well-rounded panel representing diverse sectors (e.g., Human Services, Higher Education) and geographic districts.
- **Candidates for Interview** HR updated the OSAC committee on the City Manager recruitment workflow:
 - Council will no longer vote on the initial candidate shortlist to create the pool for virtual interview. Instead, HR will transition candidates to the virtual interview stage based on qualitative feedback gathered during Executive Session, with no immediate decisions finalized during that meeting.

Briefing Item 26-0040: Council Retreat Planning

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

Key Discussion Points:

- **Context Setting & Retrospective:** The retreat will include a 10-year synopsis of "Tacoma 2025" to identify where goals were met or missed. This will transition into a discussion on "Tacoma 2035" to set the stage for future priority setting.
- **Theory of Action:** The committee discussed defining "what is and isn't strategy." Due to the depth required, the "Role of Measurement" (how to track winning/success) will likely be moved to a future Study Session or Committee of the Whole to allow for a deeper dive than the retreat schedule permits.
- **Case Studies for Transformation:** The committee requested a "quality over quantity" approach for case studies. Jacques will prepare two in-depth examples: one local Tacoma success story (e.g., Vision Zero or waterfront transformation) and one from a peer city to illustrate levers of change.
- **Pre-Retreat Preparation ("Homework"):** Council members will be asked to complete a 15-minute DISC assessment and a priority-setting template.

Briefing Item 26-0039: Interim City Manager Workplan Review

Presented by Interim City Manager Hyun Kim.

Key Discussion Points:

- **Council Support and Administrative Initiatives:** Progress is on track for Council onboarding and revamping materials. A new initiative is underway to align the efforts of over 33 Committees, Boards, and Commissions (CBCs) to improve

efficiency. Additionally, the "Council Staffing Initiative" is being integrated into the budget process to address legislative and contracting support.

- **Organizational Performance and Revenue Strategy:** The "Balanced Approach" for the 2026 budget has successfully netted approximately \$4.8 million in savings through soft freezes on hiring and travel. Key revenue items, including the Public Safety Sales Tax and Transportation Impact Fees, are complete, while Wastewater/Stormwater System Development Charges (SDCs) are scheduled for study sessions in February.
- **Permitting Pilot:** A new "Concurrent Permitting" pilot program launched in January, targeting housing projects to reduce permit cycles across departments (PDS, Public Works, Environmental Services, and TPU).
- **Executive Transitions:** On the personnel front, several key leadership positions are being filled, including the HR Director (starting Feb 9) and the Neighborhood and Community Services Director.
- **Communications and Public Engagement:** The Interim City Manager identified a need to modernize the "analog" Weekly Report to be more dynamic. While internal communications have improved, the responsiveness to community forum input requires some reimagining to provide information to residents in a timelier manner.

Public Comment

Public comment was made available. No members of the public requested to speak.

Closeout

This meeting included no formal motions for action items.

Action Items:

1. Agreed to via consensus:

Action Item	By Whom	When	Communication / Decision
1. Distribute List of Potential Interview Panelists to Full Council	Cheryl Bidleman (HR)	1/23/2026	Via E-mail
2. Mayor Script Update Reminding Council Members to Submit Recommended Names for Panelists	City Manager's Office	1/27/2026	
3. Special OSAC Meeting	OSAC Support Staff	1/29/2026	With OSAC Committee @ 10AM

To Form Panel Recommendation			
4. Initiate Agenda Item for Council Study Session For Discussion of Potential Panel Members	Cheryl Bidleman (HR)	2/3/2026	Review OSAC Panel Recommendations
5. Amend Council Retreat Agenda	Jacques Colon (Center for Strategic Priorities)	Prior to 02/20/2026	<ul style="list-style-type: none"> • Add defining strategy vs. non-strategy. • Remove Role of Measurement • Add in-depth Case Study Examples, one local and one peer-city transformational example
6. Schedule Committee of the Whole Agenda Item	Jacques Colon (Center for Strategic Priorities)	Prior to 02/20/2026	Staff to plan a follow-up Committee of the Whole meeting to specifically address the "Role of Measurement" and data accountability.
7. Provide Council Retreat Pre-Work	Jacques Colon (Center for Strategic Priorities)	Prior to 02/20/2026	Staff to provide the DISC assessment and the priority-setting template to Council policy analysts for member review prior to the retreat.
8. Transmit Work Plan Update to Full Council	Hyun Kim (Interim City Manager)	As scheduled	In place of a separate OSAC meeting.

Adjournment

There being no further business, the meeting adjourned at 11:44 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: 2/9/2026



X Chair Ibsen



X Executive Liaison Ben Thurgood