

Draft City Manager Workplan

1. Organizational Performance and Internal Administration

Operational Excellence	
Implementing cost containment and efficiency measures in 2026 as we work to structurally align revenues and expenses to ensure sustainable delivery of City services in future biennia.	
Performance Metric: To ensure fiscal sustainability for the City of Tacoma, the City Manager will implement cost containment, efficiencies, and revenue growth ideas to generate \$5M in 2026.	
Initiatives	Timing
<ul style="list-style-type: none"> Maintain and expand the existing general government hiring freeze 	Q2 2026
<ul style="list-style-type: none"> Conduct organizational, business model, and operational reviews to identify structural changes and/or reorganizations. 	Q2-3 2026
<ul style="list-style-type: none"> Update Council on portfolio of structural changes. 	Q3 2026
Performance Metric: To ensure the sustainable delivery of City services to the community, the City Manager will lead the Roadmap to Recovery to structurally align revenues and expenses by 2030.	
Initiatives	Timing
<ul style="list-style-type: none"> Design a proposal for a guiding community task force to provide community input and co-create options for long-term structural sustainability 	Q2 2026
<ul style="list-style-type: none"> Identify structural changes for implementation in 2027+ and begin public engagement throughout budget development 	Q3-4 2026
<ul style="list-style-type: none"> Establish a community-facing cost containment dashboard to publicly report on items such as expense to revenue growth, structural balance, and personnel & benefits growth 	Q4 2026
<ul style="list-style-type: none"> Work with the City Council to incorporate updated fund balance and policy reserves into a structurally balanced budget policy 	Q1 2027
<ul style="list-style-type: none"> Pursue a streets initiative to provide stable funding to streets infrastructure. 	TBD
Performance Metric: To ensure transparent, timely communications internally and externally, the City Manager will work with Media and Communications, OSAC, and citywide leadership to improve the impact of internal and external communications	
Initiatives	
<ul style="list-style-type: none"> To support Council Members in their specific communication needs, the City Manager will work with OSAC to include a proposal for Council staffing in the 2027-2028 budget development process. 	
<ul style="list-style-type: none"> Conduct an internal employee satisfaction survey with components related to communication, organizational management, and employee morale. 	Q4 2026 – Q1 2027

2. Council Priorities: Strategies and Status

Public Safety	
Addressing community safety issues through improved code enforcement, public safety revenues, innovative response models, and infrastructure safety.	
Performance Metric The City Manager will work with Tacoma Police, Tacoma Fire, Neighborhood and Community Services, Public Works, and Environmental Services to enhance perceptions of public safety for Tacoma Residents, as measured by the Business Climate and Community Surveys.	
Initiatives	
<ul style="list-style-type: none"> Bring forward revised ordinance and enforcement approach for Code Compliance. 	Q3 2026
<ul style="list-style-type: none"> Develop optimized staffing and deployment coordination with the Chief of Police and Chief of Fire to improve response times and strengthen coordinated response. 	Ongoing
<ul style="list-style-type: none"> Champion civic cleanliness by emphasizing litter, trash, debris, graffiti, and nuisance efforts to preserve and enhance Tacoma’s natural beauty. 	
<ul style="list-style-type: none"> Evaluate and pursue options related to the City’s sustainability efforts (such as urban tree canopy or deconstruction) that contribute to a cleaner Tacoma and enhance perceptions of safety. 	

Homelessness	
Addressing the regional and local causes and impacts of homelessness to ensure that people who work in Tacoma can afford to live in Tacoma.	
Performance Metric: To support a higher quality of life for our unhoused residents and ensure the safety and cleanliness of the City for all Tacomans, the City Manager will direct Neighborhood and Community Services to reduce the proportion of Tacomans experiencing long-term homelessness by 2035 as measured in the annual point in time count.	
Initiatives	
<ul style="list-style-type: none"> The City of Tacoma will pursue all available options for regional approaches to addressing homelessness (e.g. Unified Regional Approach). 	Q3 2026
<ul style="list-style-type: none"> Minimize the impacts of necessary scaling back of shelter operations through additional regional efforts. 	Q2 2027

Business Friendliness	
Leading on efforts to make Tacoma the best place to do business in the Puget Sound by enhancing business retention and expansion.	
Performance Metric To ensure 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, improve, and leverage Tacoma’s business climate, (as evidenced by an increase in business satisfaction scores in Business Climate Survey).	
Initiatives	
<ul style="list-style-type: none"> • Execute CEDD strategic plan on targeted outreach of industries that will lead to job creation 	
<ul style="list-style-type: none"> • Public engagement outreach on a quarterly basis, long and short form engagement 	
Performance Metric To enhance the speed of building houses in Tacoma, the City Manager will direct Planning and Development Services, Community and Economic Development, and Finance to reduce the time it takes to issue certain permits by 10% by the end of 2027.	
Initiatives	
<ul style="list-style-type: none"> • Establish baseline to housing permit pilot/tacomapermits.org. Measure outcomes in 2026 	June 2026
<ul style="list-style-type: none"> • Reduce the average time for key permitting for housing projects by 10% by June 2027 (based on baseline established in middle housing pilot report in June 2026) 	Q3 2027
<ul style="list-style-type: none"> • City controlled efforts to include concurrent review and processing of housing + commercial permits in 2026 	
<ul style="list-style-type: none"> • Launch “Demystifying permitting” efforts across Community and Economic Development, Planning & Development Services, and other permit-issuing departments. 	