

# Interim City Manager Expectations

## 1. Assisting Council with Policy Making Role

### Description/Behaviors

Accurate and timely information, alternatives, and recommendations; support of strategic goals; concise written and verbal communications; timely follow—up; future-focused, advanced planning.

### Expectations

Set the expectation with City staff of helping Council Members make progress or move forward with a particular idea by asking additional questions, providing context, and helping to chart a clear path forward.

### Workplan

● On Track    ● At Risk    ● Delayed    ● New

Expected Outcome	Outcome/Update	Status
<b>Council Onboarding</b> Q4 2025 → Updated processes, structures and materials to provide new City Council Members the information and resources they need to govern effectively.  Council onboarding materials available end of year, along with budget and departmental overviews in Q1 2026.  Developing a feedback mechanism for Council to measure effectiveness in 2026. ●	Refined onboarding manual and briefings for Mayor and Councilmembers. CI Staff in coordination with CMO/Council staff working to refine SharePoint page along with “just in time trainings and references for elected officials.”  Workplan item is continuous as we complete departmental presentations and briefings with the full Council this first quarter. The team has expanded into several areas that I can outside of the work areas prior to the workplan adoption and after.	●
<b>Expansion Areas</b>		
<b>OSAC Council Staffing Initiative</b> <ul style="list-style-type: none"> <li>Preliminary insights related to Council’s support needs and bodies of work performed by Council staff delivered to OSAC in Q4 2025.</li> <li>Continued analysis in process leading to the development of a 2027-2028 budget proposal via OSAC in Q2 2026.</li> </ul>		●
<b>Improved Alignment and Administration of Council’s Committees, Boards, and Commissions (Alignment with CVS direction)</b> <ul style="list-style-type: none"> <li>Clerk’s office – CBC Manual Update</li> <li>Q1 – Q2 2026 – Analysis of CBC administrative requirements and processes.</li> </ul>		●
<b>Management Fellow Program Analysis</b> <ul style="list-style-type: none"> <li>Project to ensure administrative continuity for the programs supported by the fellowship while providing a more streamlined and intentional development experience for management fellows.</li> </ul>		●
<b>SAC Council Rules Update (CAMS, CCRs, Council Rules)</b> <ul style="list-style-type: none"> <li>Leadership by Ben Thurgood in support of this committee on possible council rule updates.</li> </ul>		●

## 2. Organizational Performance and Internal Administration

### Description/Behaviors

Issue analysis and long-term solutions; periodic status reports; thorough knowledge of budgeting and financial management; cost control; timely and accurate financial reports; effective professional relationships with staff; clear expectations for staff performance; employee performance management.

### Expectations

Develop a mechanism for gathering suggestions from all levels of City staff on policy issues or concerns that could lead to policy recommendations for Council consideration.

Create a revenue strategy roadmap that is clear with a well analyzed menu of new or adjusted revenue options, aligned with fiscal needs and community expectations.

Develop a no-deficit budget in line with the adopted 2025-2026 biennial framework, while addressing structural gaps without over reliance on one-time reductions. Proposed expenditure reduction options to come with the 2025-2026 mid-biennial review and modification.

Provide transparent, data-informed analysis to support Council in evaluating service levels, priorities, and potential service level tradeoffs.

### Workplan

● On Track    ● At Risk    ● Delayed    ● New

Expected Outcome	Outcome/Update	Status
<b>Balanced Mid-Modification Budget</b> October 2025 → Propose options to close structural gaps through service level planning based on transparent, data-informed analysis of tradeoffs.  <b>Expected Outcome:</b> Mid-mod presentation in October. Start recovery planning efforts for 2027-2028 biennial budget in Q1-Q3 2026.	Complete. We balanced FY2026 with additional GF reductions (both one-time and ongoing).	●

<p><b>Revenue Strategy Roadmap</b> Q4 2025 → Develop a clear, sequenced set of revenue options aligned with fiscal needs and community expectations.</p> <p><b>Expected Outcome:</b> Draft sequence of revenue options for Council consideration to begin in Q4 2025.</p>	<p>Presented the revenue strategy on November 12, 2025 with an additional budget update on November 18<sup>th</sup> with presentations on Criminal Justice/Public Safety Sales Tax in December and January.</p> <ul style="list-style-type: none"> <li>▪ Wastewater/Stormwater System Development Charges ●</li> <li>▪ Transportation Impact Fees (Both on the agenda for October 28<sup>th</sup>). ●</li> <li>▪ Council adopted the Criminal Justice/Public Safety Sales tax on January 6, 2026 with the increase effective in April. ●</li> </ul>
<p><b>Middle Housing Permitting Program</b> Q1-Q4 2026 → Innovation in internal permitting process to improve efficiency and reduce friction in service delivery.</p> <p><b>Expected Outcome:</b> Presentation to City Council Q4 2025 (Next Tuesday, October 21st) with pilot launch at the start of 2026. Check-in slated mid-year for City Council. Metrics for improvement in permitting will be ideally aligned along time reduction for permit review.</p>	<p>Presented and launched in December/January. Expanded concurrent process with TPU Water, ES, Public Works and PDS.</p> <ul style="list-style-type: none"> <li>▪ The Pilot program was publicly launched at the beginning of January, with communications via media, customer groups, and a program webpage.</li> <li>▪ To facilitate the launch of this new, streamlined permit path, numerous organizational improvements were put in place, including dedicated permitting staff, permitting software enhancements, new communication materials, and internal service and authority adjustments.</li> <li>▪ Planning &amp; Development Services staff are actively receiving inquiries and having discussions with customers about potential pilot projects</li> <li>▪ Planning &amp; Development Services will be providing a program update to Council in mid-2026 (tentatively scheduled for a Study Session in June 2026)</li> </ul>

<p><b>Executive Transition and Recruitment Efforts</b> Q4 2025 through Q2 2026 → Ensure Council is supported with executive recruitments, onboarding, and communication of leadership transitions</p> <p><b>Expected outcome:</b> Council confirmation of numerous executive director positions through the next six months.</p>	<p>Human Resources Director</p> <ul style="list-style-type: none"> <li>▪ Council confirmed Linnaea Jablonski for appointment into the HR Director role on 12/9/2025.</li> <li>▪ Director Jablonski's first day will be February 9, 2026.</li> <li>▪ Robust HR onboarding as pilot for additional executive onboarding</li> </ul> <p>Neighborhood and Community Services Director</p> <ul style="list-style-type: none"> <li>• Recruitment in process</li> </ul> <p>Public Works Department Leadership</p> <ul style="list-style-type: none"> <li>▪ Assistant PW Director, Transportation Engineer, Facilities Division Manager, etc.</li> <li>▪ Public Works Director position posted with closing and initial review date of 2/9</li> </ul>
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### 3. Communication



#### Description/Behaviors




**External** - high quality, professional, accessible external communications and outreach; diverse and broad base of community stakeholders; dialogue about issues of concern; news/media relations.

**Internal** - provides regular updates to Council; shares information with all Council Members in a clear, timely, and concise manner; provides a clear understanding of next steps.

#### Expectations

● On Track    ● At Risk    ● Delayed    ● New

Expected Outcome	Outcome/Update	Status
<p><b>Weekly Report</b> Continue to produce the Weekly Report, but develop, streamline and test alternative formats including by Council priority or specific topic each week.</p>	<p>Evolving existing processes to improve communications with Council and the public. Potential process improvement in Q3 2026.</p>	
<p><b>Financial Communications</b> Continue transparent communication on the City's budget and all things that impact City finances. (City Manager's Report).</p>	<p>MCO continues to post Weekly Report on tacoma.gov and on City's social media making city data and news easily accessible</p>	

<b>External Communications</b> Strengthen the City's external communication to better inform, engage and build trust with the public-building on the recent organization audit and improvements.	Tacoma Municipal Code updated platform coming soon  "Tacoma in Action" video series  Continues to build belief and trust in the City of Tacoma through consistent branding	
<b>Public Comment Briefing</b> Develop an after-action briefing on comments made by the public during community forum and public comment.	City Manager report is inclusive of constituent relations report to the City Council on ongoing matters including comments at council study session. Work still in progress on actual briefing mechanism.	
<b>Emerging Issues</b> Continue to look for ways to make Council and community aware of emerging issues.		

## 4. Council Initiatives: Strategies and Status

### Description/Behaviors

Implements and actively monitors Council priorities and progress; engaged; provides sound recommendations.


### Expectations

Develop a mechanism for regularly communicating (i.e., in one-on-one meetings) the work that is happening connected to Council priorities.

Continuing to advance and maintain progress on the 2025 prioritized initiatives and projects that the Council has previously invested in or identified as a high priority

### Workplan

 On Track
 At Risk
 Delayed
 New

Expected Outcome	Outcome/Update	Status
<b>Tacoma 2035</b> Q4 2025 → Future-focused, strategic planning lens for Council that aligns existing plans, including a process to adapt ongoing planning efforts annually.	Complete with Council adoption in January.	
<b>Expected Outcome</b> Presentation Q4 2025 with corresponding ownership by Council in 2026. Slated for early November.		

**Tacoma Rescue Mission (TRM)  
Shelter Expansion**

Q3 2025 through end of 2026 →  
Support our TRM partner to bring project online by leveraging federal pass-through funding to deliver expanded bed capacity by Q4 2026 in alignment with Council's priority initiative on homelessness.

The city was able to be responsive in a material construction matter that supported TRM in staying open through construction. Credit goes to the team led by Interim Director McLaurin and NCS.



**Expected Outcome:**

Timely communication to City Council and TRM on dynamic changes to federal funding.

**South Tacoma Tree Canopy  
Enhancement Project**

Q4 2025 and beyond → Partner with Department of Ecology (DOE) on demonstration project ahead of Interlocal Agreement (ILA) to deploy new trees and de-paving programs in Tacoma.

ILA and pilot program still in the works. Expected project for end of 1Q 2026. Air quality monitoring launch this month.



**Expected Outcome:**

Established ILA with DOE and to be determined number of new trees planted in Q4 2025.