

Draft 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 to the community on behalf of the City Council. This workplan is intended to provide Council with a focused list of goals, metrics, and initiatives to determine how well the City Manager is meeting expectations in relation to community context and conditions.

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

- Partnership with other local jurisdictions, labor partners, and community partners
- Increasing access, advancing opportunity, and centering belonging for all Tacoma community members
- Data informed approaches with a balance of qualitative and quantitative accountability
- Focused communication
- Cross-departmental alignment and coordination, leveraging all relevant resources of the organization

1. Organizational Performance and Internal Administration

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 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 savings in 2026 and reduce the structural deficit in the 2027-2028 budget.	
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, facilities, and operational reviews to identify structural changes and/or reorganizations. 	Q2-3 2026
<ul style="list-style-type: none"> • Provide Council with a clearly articulated decision-making approach, rubric, and/or guidance for how budget decisions, including restructuring, will be made. 	Q3 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 promote a healthy, stable workforce and 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

Draft for Discussion Purposes

<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"> Support the development of a ballot measure aimed at creating stable funding for safe and connected streets. 	TBD
<ul style="list-style-type: none"> Conduct a review of the 2026 internal employee satisfaction results (anticipated December 2026) and develop an action plan to improve organizational culture, demonstrated by advancements/improvements in the employee survey over time related to internal communication, organizational management, and employee morale. 	Q4 2026- Q2 2027
<p>Performance Metric To promote 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</p>	
<p>Initiatives</p>	
<p>Carry forward from Interim Workplan:</p> <ul style="list-style-type: none"> To support Council Members in their specific community engagement and communication needs, the City Manager will work with OSAC to propose an implementable model for Council staffing in the 2027-2028 budget development process. 	Q2 2026
<ul style="list-style-type: none"> Continue to advance the Media and Communication Office’s transition to a digital first strategy and implementation of the 2022 Communication Audit report. Continue to provide quarterly updates to the City Council on digital communication data analytics and resulting strategies. 	Q1 2027
<p>Carry forward from Interim Workplan: Weekly Report</p> <ul style="list-style-type: none"> Continue to produce the Weekly Report, but develop, streamline and test additional formats including by Council priority or specific topic each week. 	Q2 2027
<p>Carry forward from Interim Workplan: Public Comment Briefing</p> <ul style="list-style-type: none"> 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. 	Q2 2027

2. Council Priorities: Strategies and Status

Community Safety	
Addressing community safety issues through improved code enforcement, public safety revenues, innovative response models, and infrastructure safety.	
Performance Metric	
To enhance perceptions of public safety for Tacoma Residents, the City Manager will work with Tacoma Police, Tacoma Fire, Neighborhood and Community Services, Public Works, Environmental Services, and other departments to improve neighborhood conditions 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 increase law enforcement visibility through actions such as traffic units and Community Liaison Officers, improve response times, reduce over-time, 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. 	Ongoing
<ul style="list-style-type: none"> Protect the health and safety of all Tacoma residents by increasing urban tree canopy, especially in Tacoma’s lower-opportunity areas, supporting each neighborhood’s ability to adapt to increased extreme heat days and enhancing perceptions of safety. 	Ongoing
<ul style="list-style-type: none"> Continue to advance Vision Zero by evaluating and pursuing opportunities to reduce and eliminate Killed or Seriously Injured (KSI) accidents in Tacoma’s highest-risk corridors through improvements to pedestrian and vehicle infrastructure. 	Ongoing

Housing and Homelessness	
Addressing the regional and local causes and impacts of homelessness to ensure that Tacomans can access and maintain housing and to ensure that people who work in Tacoma can afford to live in Tacoma.	
Performance Metric:	
To support wellbeing and dignity 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 chronic homelessness by 2035 as measured in the annual point in time count.	
Initiatives	
<ul style="list-style-type: none"> Support Council in investigating and participating in options for regional approaches to address homelessness, including but not limited to local action, City of Tacoma strategies, and the Unified Regional Approach. 	Q3 2026
<ul style="list-style-type: none"> Work with the newly appointed Director of Neighborhood and Community Services to conduct a review of Tacoma’s existing operations, strategies, and relevant municipal code to prioritize areas for potential improvement. 	Q2 2027
<ul style="list-style-type: none"> Minimize the impacts of necessary scaling back of shelter operations through additional regional efforts. 	Q2 2027

Jobs and Economy	
<p>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,</p>	
<p>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 and improve Tacoma’s business climate, as evidenced by an increase in business satisfaction scores in Business Climate Survey.</p>	
<p>Initiatives</p>	
<ul style="list-style-type: none"> Execute CEDD strategic plan on targeted outreach to industries that will lead to quality job creation, as outlined in the Tacoma Quality Jobs Framework. 	TBD
<ul style="list-style-type: none"> Regularly engage with the business community to ensure City actions reflect the most current business needs. 	TBD
<ul style="list-style-type: none"> Investigate and determine how the City can better partner on addressing business community concerns in partnership with other organizations. 	TBD
<ul style="list-style-type: none"> Support cross-departmental collaboration to form targeted teams to resolve key barriers for business success. 	TBD
<p>Performance Metric To enhance the speed of permitting in Tacoma, the City Manager will direct Planning and Development Services, Finance, and other departments to reduce the time it takes to issue certain permits by 10% by the end of 2027.</p>	
<p>Initiatives</p>	
<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"> Achieve a 10% improvement in Level of Service (LOS) for new residential projects of 20 or less units, through efforts such as the Middle Housing Pilot Program (includes a combination of "new residential" and some "new commercial" permits) 	Q3 2027
<ul style="list-style-type: none"> Achieve a 10% improvement in permit LOS for residential platting actions (preliminary plats, final plats, short plats, unit lot subdivisions), using 2025 (full year of data) as the benchmark and using LOS as the key measure (i.e. days between "Complete Application" and "Ready to Issue," minus the time the permit is with the applicant for requested revisions) 	TBD
<ul style="list-style-type: none"> For commercial real estate development and complex projects – advance a coordinated, transparent approach that aligns timelines across divisions & departments, integrates early infrastructure planning and reduces iterative resubmittals to improve business predictability. 	TBD
<ul style="list-style-type: none"> Launch “Demystifying permitting” efforts across permit-issuing departments. 	TBD

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- CWorking cross-departmental alignment and coordination, leveraging all relevant resources of the organization

1. Organizational Performance and Internal Administration

Operational Excellence	
<p>Leading the organization to promote a healthy, stable, workforce that delivers on Council’s priorities while implementing internal process improvements, to optimize communications about Council priorities while also creating 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.</p>	
<p>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 savings in 2026 and reduce the structural deficit in the 2027-2028 budget.</p>	
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<ul style="list-style-type: none"> Support the development of a ballot measure aimed at Pursue a streets initiative to provide creating stable funding for safe and connected streets. s infrastructure. 	TBD
<ul style="list-style-type: none"> Conduct a review of the 2026 internal employee satisfaction results (anticipated December 2026) -and develop an action plan of action to improve organizational culture, demonstrated by advancements/improvements in the employee survey over time related to internal communication, organizational management, and employee morale. 	Q4 2026- Q1 2027
<p>Performance Metric</p> <p>To ensure<u>promote</u> 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</p>	
<p>Initiatives</p>	
<p><u>Carry forward from Interim Workplan:</u></p>	
<ul style="list-style-type: none"> To support Council Members in their specific <u>community engagement and communication needs</u>, the City Manager will work with OSAC to <u>include a proposal for an implementable model for Council staffing in the 2027-2028 budget development process.</u> 	Q2 2026
<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
<ul style="list-style-type: none"> Continue to advance the Media and Communication Office’s transition to a digital first strategy and implementation of the 2022 Communication Audit report. Continue to provide quarterly updates to the City Council on digital communication data analytics and resulting strategies. 	Q1 2027
<p><u>Carry forward from Interim Workplan:</u></p> <p><u>Weekly Report</u></p>	
<ul style="list-style-type: none"> Continue to produce the Weekly Report, but develop, streamline and test additional formats including by Council priority or specific topic each week. 	Q2 2027
<p><u>Carry forward from Interim Workplan:</u></p> <p><u>Public Comment Briefing</u></p>	
<ul style="list-style-type: none"> 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. 	Q2 2027

2. Council Priorities: Strategies and Status

Public Community Safety	
Addressing community safety issues through improved code enforcement, public safety revenues, innovative response models, and infrastructure safety.	
Performance Metric	
<p>To enhance perceptions of public safety for Tacoma Residents _____, the City Manager will work with Tacoma Police, Tacoma Fire, Neighborhood and Community Services, Public Works, and Environmental Services, and other departments to enhance perceptions of public safety for Tacoma Residents; improve neighborhood conditions as measured by the Business Climate and Community Surveys.</p>	
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 <u>increase law enforcement visibility through actions such as traffic units and Community Liaison Officers</u>, improve response times, <u>reduce over-time</u>, and strengthen coordinated response. 	Ongoing
<ul style="list-style-type: none"> Champion civic cleanliness by emphasizing litter, trash, debris, graffiti, and nuisance and <u>nuisance</u> efforts to preserve and enhance Tacoma’s natural beauty. 	<u>Ongoing</u>
<ul style="list-style-type: none"> <u>Protect the health and safety of all Tacoma residents by increasing urban tree canopy, especially in Tacoma’s lower-opportunity areas, supporting each neighborhood’s ability to adapt to increased extreme heat days and 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</u> perceptions of safety. 	<u>Ongoing</u>
<ul style="list-style-type: none"> <u>Continue to advance Vision Zero by evaluating and pursuing opportunities to reduce and eliminate Killed or Seriously Injured (KSI) accidents</u> Accidents in Tacoma’s highest-risk corridors through improvements to pedestrian and vehicle infrastructure. Infrastructure/Vision Zero additional item 	<u>Ongoing</u>

Housing and Homelessness	
<p>Addressing the regional and local causes and impacts of homelessness to ensure that Tacomans can access and maintain housing and to ensure that people who work in Tacoma can afford to live in Tacoma. Addressing the regional and local causes and impacts of homelessness to ensure that people who work in Tacoma can afford to live in Tacoma.</p>	
Performance Metric:	
<p>To support wellbeing and dignity 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 chronic homelessness by 2035 as measured in the annual point in time count. 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.</p>	
Initiatives	

Draft for Discussion Purposes

<ul style="list-style-type: none">• <u>The City of Tacoma will pursue all available Support Council in investigating and participating in options for regional approaches to addressing homelessness, including but not limited to local action, City of Tacoma strategies, and the (e.g. Unified Regional Approach).</u>	Q3 2026
<ul style="list-style-type: none">• <u>Work with the newly appointed Director of Neighborhood and Community Services to conduct a review of Tacoma’s existing operations, strategies, and relevant municipal code to prioritize areas for potential improvement.</u>	Q2 2027
<ul style="list-style-type: none">• Minimize the impacts of necessary scaling back of shelter operations through additional regional efforts.	Q2 2027

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Business Friendliness Jobs and Economy	
<p>Leading on efforts to make Tacoma the best place to do business in the Puget Sound, by enhancing business retention and expansion, including everything from opening and operating a business in Tacoma to being the best place to work for employees,</p>	
<p>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 and improve, and leverage Tacoma’s business climate, (as evidenced by an increase in business satisfaction scores in Business Climate Survey).</p>	
<p>Initiatives</p>	
<ul style="list-style-type: none"> Execute CEDD strategic plan on targeted outreach to industries that will lead to quality job creation, as outlined in the Tacoma Quality Jobs Framework. 	TBD
<ul style="list-style-type: none"> Regularly engage with the business community to ensure City actions reflect the most current business needs. Public engagement outreach on a quarterly basis, long and short form engagement 	TBD
<ul style="list-style-type: none"> Investigate and determine how the City can better partner on addressing business community concerns in partnership with other organizations. HYUN – How do we help our retailers (e.g. FOG, permitting, business licensing) 	TBD
<ul style="list-style-type: none"> Support cross-departmental collaboration to form targeted teams to resolve key barriers for business success. 	TBD
<p>Performance Metric To enhance the speed of permitting building houses in Tacoma, the City Manager will direct Planning and Development Services, Community and Economic Development, and Finance, and other departments to reduce the time it takes to issue certain permits by 10% by the end of 2027.</p>	
<p>Initiatives</p>	
<ul style="list-style-type: none"> Establish baseline to housing permit pilot/tacomapermits.org. Measure outcomes in 2026 	June-June 2026
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Achieve a 10% improvement in Level of Service (LOS-) for new residential projects of 20 or less units, through efforts such as the Middle Housing Pilot Program (includes a combination of "new residential" and some "new commercial" permits) 	Q3 2027
<ul style="list-style-type: none"> Achieve a 10% improvement in permit (LOS) for residential platting actions (preliminary plats, final plats, short plats, unit lot subdivisions), using 2025 (full year of data) as the benchmark and using LOS as the key measure (i.e. days between "Complete Application" and "Ready to Issue," minus the time the permit is with the applicant for requested revisions) 	TBD
<ul style="list-style-type: none"> For commercial real estate development and complex projects – advance a coordinated, transparent approach that aligns timelines across divisions & departments, integrates early infrastructure planning and reduces iterative resubmittals to improve business predictability. Evaluate and improve, where possible, City-controlled cross-departmental efforts to include concurrent review and processing of housing + and commercial permits in 2026. 	TBD
<ul style="list-style-type: none"> Launch “Demystifying permitting” efforts across Community and Economic Development, Planning & Development Services, and other permit-issuing departments. 	TBD