

Tumwater Strategic Plan

2026 - 2032

PRELIMINARY DRAFT – THIS IS A WORKING OUTLINE FOR CITY COUNCIL REVIEW

Table of Contents

Welcome and Acknowledgements	X
Introduction	X
Vision, Mission, and Values	X
Glossary of Terms	X
Implementation Framework	X
Focus Areas	X
Vibrant, Livable, and Inclusive Community	X
Environmental Stewardship	X
Community Mobility	X
Health and Safety	X
Growth and Development	X
Tumwater Excellence	X
Appendices	X
Prioritization Criteria	X
2026 Work Plans	X
Process for Applying Strategic Plan to New Opportunities/Additions	X

Acknowledgements

City Council

Debbie Sullivan, Mayor
Leatta Dahlhoff, Mayor Pro Tem
Angela Jefferson, Councilmember
Joan Cathey, Councilmember
Eileen Swarthout, Councilmember
Michael Althaus, Councilmember
Peter Agabi, Councilmember
Kelly Von Holtz, Councilmember

Management Team

Lisa Parks, City Administrator
Kelly Adams, Assistant City Administrator
Chuck Denney, Parks and Recreation Director
Brandon Hicks, Transportation and Engineering Director
Brian Hurley, Fire Chief
Karen Kirkpatrick, City Attorney
Jay Mason, Police Chief
Brittaney McClanahan, Executive Assistant
Brad Medrud, Community Development Director
Troy Niemeyer, Finance Director
Dan Smith, Water Resources and Sustainability Director
Michelle Sutherland, Human Resource Director
Jason Wettstein, Communications Director

Consultant

Amy Leneker, The Leneker Team

Introduction

Dear Reader,

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nullam iaculis massa ipsum, at congue leo maximus at. Orci varius natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Mauris faucibus quam mattis velit scelerisque aliquam. Sed eu porttitor turpis. Donec laoreet lorem eget enim placerat, et placerat nisi lobortis. Integer tempus mi leo, a suscipit dui efficitur eget. Donec eget ultrices massa. Nulla feugiat varius mauris, at eleifend felis dictum sed. Sed finibus nunc ut porta tristique. Cras eu luctus sem.

Vivamus vehicula faucibus ipsum, in accumsan libero tincidunt eu. Vestibulum lacus lacus, posuere eu pellentesque nec, mollis ut nulla. Sed faucibus sit amet lacus eget gravida. Praesent tempus dolor ac dictum maximus. Suspendisse potenti. Nunc sagittis luctus lacus vitae cursus. Phasellus hendrerit, urna sit amet elementum ultrices, enim elit gravida nibh, vel venenatis turpis quam vel tellus. Cras eleifend dictum nisi, et gravida lorem ultricies non. Vestibulum congue, ex non auctor lacinia, mi mi sagittis urna, sed egestas nisl justo nec tortor.

Debbie Sullivan, Mayor
Leatta Dahlhoff, Mayor Pro Tem
Angela Jefferson, Councilmember
Joan Cathey, Councilmember
Eileen Swarthout, Councilmember
Michael Althausen, Councilmember
Peter Agabi, Councilmember
Kelly Von Holtz, Councilmember

Introduction (Brief statement, what we did and why, 3-5 sentences)

Glossary of Terms

This Strategic Plan is organized....

Vision: A statement of what we would like the community to be, long-term. This overarching future direction is meant to articulate a shared community future.

Mission:

Values:

Focus Area:

Focus Area Goal:

Action Items:

Work Plan Tasks:

Vision, Mission, and Values

Vision

Tumwater is a thriving, inclusive and people-centered city where a resilient economy, vibrant neighborhoods, and a healthy natural environment foster deep community connection, civic pride, and a shared commitment to honoring our history while shaping a dynamic tomorrow.

Mission

In active partnership with our community, we provide courageous leadership and essential municipal services to cultivate a prosperous economy, a healthy natural environment, vibrant neighborhoods, and a supportive social fabric.

We lead with courage and collaboration, delivering essential municipal services in active partnership with our community to foster a prosperous economy, protect our natural environment, strengthen vibrant neighborhoods, and support a connected, inclusive social fabric. (Rephrasing suggestion from Microsoft Copilot)

We work side by side with our community to provide essential services, protect our environment, grow our economy, and build strong, welcoming neighborhoods where everyone belongs. (Rephrasing suggestion from Microsoft Copilot)

Values

This section will be updated with language from Council's discussion on June 28, 2025.

People

We respect the diverse people that make up the social fabric of our community and strive to be inclusive of all people. We value and seek to strengthen our vibrant neighborhoods, that are cornerstones of civic life and community identity. As we pursue our goals and the long-term sustainability of the City organization, we value the contributions and diversity of our staff, support their continued personal and professional growth, and act to retain their expertise for the good of the community.

Environment

We act to preserve and enhance the natural environment and the social fabric of our community.

Opportunity

We seize opportunities to improve our community's social, environmental, and economic well-being. We endeavor to realize positive opportunities in adverse situations and periods of change.

Partnership

We work collaboratively with residents, businesses, and community organizations. We also actively partner with other jurisdictions to address regional, state, and even broader issues.

Learning

We are a learning organization which strives to benefit from past experience, foresight, and innovation to seek new ways to enhance the community and improve City operations and services.

Excellence

We strive for excellence and integrity in providing City services. By providing quality services, being responsible and efficient stewards of public resources, and empowering employees to achieve excellence, we continue to build public trust and encourage civic involvement. We know that excellence does not have to come at the price of our sense of community or our small city character.

Implementation Framework – Tools For Success

City, Council, Community: Roles and Responsibilities	Strategic Plan Prioritization Criteria
Strategic Work Plan and Timely Opportunities	Description of Annual Schedule

DRAFT

Focus Areas (Overview)

FOCUS AREA	GOAL
Vibrant, Livable, and Inclusive Community	Build a community recognized for quality, compassion, and humanity.
Environmental Stewardship	Be a leader in environmental health and sustainability
Community Mobility	Create and maintain a transportation system safe for all modes of travel
Health & Safety	Provide and sustain quality public safety services
Growth & Development	Pursue and support targeted community and economic development
Tumwater Excellence	Refine and sustain a great organization

[PHOTO HERE]

Focus Area: Vibrant, Livable, and Inclusive Community

GOAL: Build a community recognized for quality, compassion, and humanity.

[PHOTO HERE]

ACTION ITEMS	LEAD
Increase affordable housing in Tumwater, including permanent supportive housing.	CD
Continue implementation of Tumwater Metropolitan Parks District (TMPD) initiatives.	PR/TE
Develop partnerships and strategies to improve municipal service delivery to people in need.	EX
Promote equity and inclusion within the Tumwater Community.	EX

Focus Area: Environmental Stewardship

GOAL: Be a leader in environmental health and sustainability.

[PHOTO HERE]

ACTION ITEMS	LEAD
Implement and promote environmental health and sustainability.	WRS
Conserve and protect Tumwater's water resources.	WRS
Implement the Thurston Climate Mitigation plan.	WRS
Implement Urban Forestry Plan.	WRS

Focus Area: Community Mobility

GOAL: Create and maintain a transportation system safe for all modes of travel.

[PHOTO HERE]

ACTION ITEMS	LEAD
Implement Capitol Boulevard plan.	TE/CD
Implement Brewery District plan.	TE/CD
Improve maintenance and interconnectivity of a bicycle and pedestrian system.	TE
Continue improving the maintenance of the transportation system.	TE
Explore opportunities to extend multimodal transportation facilities to areas of the City outside the urban core.	TE
Develop a citywide trail system.	TE

Focus Area: Health and Safety

GOAL: Provide and sustain quality public safety services.

[PHOTO HERE]

ACTION ITEMS	LEAD
Explore and implement partnerships to improve efficiency of emergency service delivery.	Fire Police
Evaluate and promote City programs to reduce risk to life and property.	Fire
Develop initiatives to address growing emergency service demands.	Police Fire
Review options for regionalization of fire/emergency services.	Fire
Transition to proactive code enforcement.	Police/CD
Build existing law enforcement staff capacity to meet current core service delivery demands.	Police

Focus Area: Growth and Development

GOAL: Pursue and support targeted community and economic development.

[PHOTO HERE]

ACTION ITEMS	LEAD
Update and implement the City's Economic Development Plan.	EX
Attract, retain, and grow Tumwater businesses.	EX
Promote tourism in Tumwater.	EX
Leverage brownfield revitalization opportunities.	EX
Complete and implement the Habitat Conservation Plan.	CD

Focus Area: Tumwater Excellence

GOAL: Refine and sustain a great organization.

[PHOTO HERE]

ACTION ITEMS	LEAD
Be good stewards of public funds by following sustainable financial strategies.	FIN
Attract, retain, and promote a talented and diverse workforce.	HR
Create a dynamic organizational culture of diversity, equity, inclusion, and belonging.	HR
Support an environment of continuous learning and improvement for staff and Council.	HR

Prioritization Criteria

Consistency and Alignment:

- Is this consistent with the City's vision, mission, and values?
- Is this consistent with the Comprehensive Plan(s)?
- Does this advance an existing plan or policy?
- What is the anticipated impact of the action in making progress toward an existing objective?

Fundamentals:

- Does this protect public health, safety and welfare?
- Is this required to comply with a legal mandate?
- Does this contribute to the community's tax base?
- Does this generate revenue?

Resource Allocation:

- What is the total resource commitment for this?
- Does the City have sufficient staffing resources to support this?
- Is funding available for implementation/construction?
- Does this have a clearly identified source of revenue for ongoing maintenance and operation?

Capacity Impacts:

- How many planned City projects/programs/initiatives will be delayed or eliminated because of this new item?
- What are the short-term and long-term consequences of that displacement decision?
- Are the consequences of a displacement decision acceptable?

Opportunity Cost/Benefit:

- Are there consequences of inaction?
- Are there strong benefits of action?
- How much control or influence over the intended outcome do we have?
- Will this enhance what is already offered?
- Will this provide a new benefit that is not currently available?

Applicability:

- Does the City have the ability to address this issue?
- Is any other entity, private or public, better positioned to undertake this?
- What should the City's role be in this?

Environment/Sustainability

- Does this result in benefits to the natural environment?
- Does this result in impacts to the natural environment?
- Are there acceptable mitigation measures available to address potential impacts to the natural environment?