

# Tumwater Strategic Plan

2026 - 2032

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

## Table of Contents

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

## Welcome

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

## 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

Brief statement, what we did and why, 3-5 sentences...

## Glossary of Terms

This Strategic Plan is organized....

Still need to define the terms that are blank...

**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**

*We work in partnership with our community to provide essential services, protect our environment, grow our economy, and to support a connected, inclusive social fabric where everyone belongs. (Revised based on review during 9-9-25 work session.)*

### **Values**

This section will be updated with language from Council's discussion on June 28, 2025 and with the assistance of Microsoft Copilot.

### **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.

DRAFT

## Implementation Framework – Tools For Success

### City, Council, Community: Roles and Responsibilities

One of the City's primary goals in undertaking this strategic planning effort is to identify the Council's priorities, providing guidance for future decision-making, particularly as our community grows and changes. This deliberate, ongoing process for decision-making relies on clearly defined roles and responsibilities:

**City Council** sets policy direction and approves the Strategic Plan, including the annually updated Strategic Work Plans and the biennial budget.

**City staff** manages implementation by developing and proposing the detailed tasks in the annual Strategic Work Plans within the context of the biennial budget; carrying out the work plan tasks, and evaluating and regularly reporting on progress made to implement the Strategic Plan.

**Community members** express their level of satisfaction with the community and the City's delivery of outcomes anticipated by the Strategic Plan.

### Strategic Work Plans and Timely Opportunities

Text to be developed...

### Strategic Plan Prioritization Criteria

Introductory text to be developed...

Overall Criteria:

1. Is this **consistent** with the City's vision, mission, and values, and with the Comprehensive Plan?
2. Will this **enhance** an existing program/service and/or will it provide a new benefit not currently available?
3. What are the potential **consequences** – positive or negative – of inaction at this time?
4. What is the total **resource** commitment for this?
5. Is this a Tumwater community **priority**?

### Description of Annual Schedule

Text to be developed...



## Focus Areas (Overview)

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

## 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 Police Fire
Develop initiatives to address growing emergency service demands.	
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

## Appendices

### Prioritization Criteria

#### Legislative/Policy Prioritization Criteria: Focus Area Action Items

##### Overall Criteria:

1. Is this consistent with the City's vision, mission, and values, and with the Comprehensive Plan?
2. Will this enhance an existing program/service and/or will it provide a new benefit not currently available?
3. What are the potential consequences – positive or negative – of inaction at this time?
4. What is the total resource commitment for this?
5. Is this a Tumwater community priority?

##### New Opportunity Criteria:

1. Will other City projects/programs/initiatives be delayed or eliminated because of this new item, and if so, is the delay/elimination acceptable?
2. Is this required to comply with a legal mandate or to address a threat to public health and safety?
3. Does the City have sufficient capacity and/or resources to support this?
4. What should be the City's role in this?

#### Technical Prioritization Criteria: Focus Area Work Plans

1. Is this consistent with the City's vision, mission, and values?
2. Is this consistent with the Comprehensive Plan(s)?
3. Does this advance an adopted plan or policy or an existing objective?
4. Does this protect public health, safety and welfare?
5. Is this required to comply with a legal mandate?
6. Does this contribute to the community's tax base and/or directly generate revenue?
7. Does the City have sufficient staffing resources to support this?
8. Is funding available for implementation/construction?
9. Does this have a clearly identified source of revenue to support ongoing maintenance and operation?
10. Will existing City projects/programs/initiatives be delayed or eliminated because of this new item?
11. What are the consequences of that displacement decision?
12. Are there consequences of inaction?
13. Are there strong benefits of action?
14. How much control or influence over the intended outcome do we have?



15. Will this enhance what is already offered and/or provide a new benefit that is not currently available?
16. Does the City have existing skills/abilities/expertise to address this issue?
17. Is any other entity, private or public, better positioned to undertake this?
18. Does this result in benefits to the natural environment?
19. Does this result in negative impacts to the natural environment?
20. Are there acceptable mitigation measures available to address potential impacts to the natural environment?

DRAFT

## 2026 Focus Area Work Plans

DRAFT

## New Opportunities Process

DRAFT