2027 DRAFT CITY OF TUMWATER LONG RANGE PLANNING WORK PROGRAM

		PROJECT	STAFF HOURS	PROPOSED BY	CITY COUNCIL STRATEGIC PRIORITIES	PROJECT DESCRIPTION/COMMENTS
A		**COMPREHENSIVE PLAN AMENDMENT DOCKET**				
	1	Parks, Recreation, and Open Space Plan Update	100	City Staff	1,2	Support the Parks, Recreation, and Facilities Department's update of the 2008 Parks, Recreation, and Open Space Plan that was last amended in 2016. Work with consultant and internal team to update Plan. Work with the Planning Commission, General Government Committee, and City Council.
		Subtotal	**100**			
B		**DEVELOPMENT REGULATION AMENDMENT DOCKET**				
B1		**Development Regulation Periodic Update**				
	3	2027 Development Regulation Periodic Update: Housing Code	120	State Mandate	1, 2	Complete work on housing code updates to comply with changes in state law and to align with amendments based on the 2025 Comprehensive Plan. Briefings, work sessions, and hearing would occur in the first half of 2027. Preparing the staff reports, ordinance, and other materials and work with Planning Commission, General Government Committee, and City Council.
	4	2027 Development Regulation Periodic Update: Citywide Design Guidelines	20	State Mandate	1,2	Complete work on citywide design guideline updates to comply with changes in state law and to align with amendments based on the 2025 Comprehensive Plan. Briefings, work sessions, and hearing would occur in the first half of 2027. Preparing the staff reports, ordinance, and other materials and work with Planning Commission, General Government Committee, and City Council.
		Subtotal	**140**			
B2		**General Development Regulation Updates**				
	5	2027 Development Regulation Update	180	City Council	1, 2	Update development regulations, standards, and guidance as needed, including clarifications on Accessory Dwelling Units, annexation, fencing, RV/boat storage, and other code or policy issues that arise during the year (including housekeeping amendments).
	6	Multifamily Tax Exemption Program Evaluation and Code Update	80	City Council	1	Update the City's TMC 3.30 Multifamily Housing Tax Exemptions program, based on recommendations from the program evaluation. Briefings, work sessions, and hearings. Prepare staff reports, contracts, ordinance, and other materials and work with the General Government Committee and City Council.
	7	Battery Energy Storage System Code	100	City Council	2	Complete work on the Battery Energy Storage System code update. Briefings, work sessions, and hearing would occur in the first half of 2027. Preparing the staff reports, ordinance, and other materials and work with Planning Commission, General Government Committee, and City Council.
	8	Climate Element Code Updates	60	City Council	2	WRS will lead implementation and provide funding for consultant support to develop code-based incentives and other amendments identified in the Climate Element. CDD will provide technical review and support for development code amendments and adoption process.
		Subtotal	**420**			
B3		**Urban Forestry Management Regulation Amendments**				
	9	Landscaping Regulation Update	120	City Council	2	Complete work started in 2022 and resumed in 2026. After completion of the Urban Forestry Management Plan update in 2021, work with consultant to complete update to landscape buffering and screening regulations (TMC 18.47). Work was paused to address issues with the Washington State Wildland-Urban Interface Code and staffing issues in 2023-24. Consultant management. Briefings, work sessions, and hearings. Prepare staff report, ordinance, and other materials and work with Tree Board, Planning Commission, General Government Committee, and City Council.
	10	Street Tree Regulation Update	80	City Council	2	Complete work started in 2022 and resumed in 2026. After completion of the Urban Forestry Management Plan update in 2021, work with a consultant to prepare update to street tree regulations (TMC 12.24), a Street Tree Plan, and guidelines throughout the code. Work was paused to address issues with the Washington State Wildland-Urban Interface Code and staffing issues in 2023-24. Consultant management. Briefings, work sessions, and hearings. Prepare staff report, ordinance, and other materials and work with Tree Board, Planning Commission, General Government Committee, and City Council.
	11	Tree Preservation Regulation Update	120	City Council	2	Complete work started in 2022 and resumed in 2026. After completion of the Urban Forestry Management Plan update in 2021, work with consultant to complete update to tree preservation regulations (TMC 16.08). Work was paused to address issues with the Washington State Wildland-Urban Interface Code and staffing issues in 2023-24. Consultant management. Briefings, work sessions, and hearings. Prepare staff report, ordinance, and other materials and work with Tree Board, Planning Commission, General Government Committee, and City Council.
		Subtotal	**320**			
C		**HOUSING ELEMENT IMPLEMENTATION**				
	12	Regional Housing Council	336	City Staff	1	Ongoing from 2020. Bimonthly Regional Housing Council meetings, monthly City Staff Regional Housing Council prep meetings, weekly technical team meetings, and other workgroup meetings. 0.25 FTE annual commitment per Regional Housing Council Interlocal Agreement. Work with regional partners to address funding for a regional approach to housing projects, collaborate on addressing the root causes of the housing crisis and homelessness, and assist with grants.
	13	Affordable Housing Projects	160	City Staff	1, 5	Develop projects based on recommendations and council direction following from the consultant-led Affordable Housing Assessment and Feasibility Study completed in January 2027, specifically for an innovative permanently affordable housing projects that might need specific development and design standards to be feasible. Examples of such projects may include cooperative living, work share housing, and manufactured home park tenant opportunity to purchase and resident owned communities. Look for grants and funding opportunities for the City to obtain funds to support innovative projects, purchase properties, reduce impact fees, and provide financial assistance.
	14	Rental Housing Guide	15	City Staff	1	Update the Rental Housing Guide to reflect changes to state laws.
	15	Black Home Initiative Partnership	24	City Staff	1	Participate in ongoing Black Home Initiative meetings, partner summits, and other activities that support expansion of home ownership opportunities.
	16	Managing Multifamily Tax Exemption Program	80	City Staff	1	Manage new applications for the City's TMC 3.30 Multifamily Housing Tax Exemptions programs. Briefings, work sessions, and hearings. Prepare staff reports, contracts, and other materials and work with the General Government Committee and City Council.
	17	Annual MFTE Reporting	20	State Mandate	1	Annual reporting to the Washington State Department of Commerce is required each April. City staff collect required information from MFTE property owners and submit the annual report.
	18	Annual Population Reporting	20	State Mandate	1	Annual population reporting to the Washington State Department of Commerce is required each April.
		Subtotal	**655**			
D		**OTHER PLANNING PROJECTS**				
	19	Street Tree Plan	40	City Council	2	Update the Street Tree Plan to align with the updated Urban Forestry Code Updates. This will become an appendix of the Urban Forestry Management Plan. This also needs to be aligned with the Development Guide.

	20	UGA Analysis	180	City Staff	1	Hire a consultant to evaluate the Tumwater Urban Growth Area (UGA) and determine the feasibility and benefits of annexing all or substantial portions of the UGA through a coordinated annexation process rather than continuing primarily with individual, parcel-by-parcel annexations. Evaluate land use, infrastructure and utility needs, service delivery, fiscal impacts, governance, annexation procedures, and coordination with Thurston County and other affected agencies. Develop recommendations and a potential annexation strategy and timeline. A comprehensive approach would allow the City to evaluate annexation at the UGA scale, coordinate infrastructure and service planning, address fiscal and operational impacts, and establish a more predictable and equitable framework for transitioning urban areas into the City.
	21	Annexation: External party	80	Private Application / City Council	1	Assume one annexation application initiated by an external party in 2027. Coordinate with Thurston County, the Office of Financial Management, the Boundary Review Board, and other agencies as needed. Prepare staff reports, ordinances, presentations, and other materials and conduct briefings, work sessions, hearings, and the adoption process with the General Government Committee and City Council.
	22	Critical Area Code Update	110	City Council	2	Initiate work on the periodic review and update of the City's Critical Areas Ordinance (TMC 16) to ensure consistency with current state requirements, best available science, and agency guidance. Review and update applicable provisions of TMC 16 addressing geologically hazardous areas, aquifer and wellhead protection, wetlands, fish and wildlife habitat conservation areas, flood hazards, and related critical areas requirements. Manage consultant work and coordinate technical and legal review. Prepare staff reports, ordinances, presentations, and other adoption materials. Conduct briefings, work sessions, public hearings, and the adoption process with the Tree Board, Planning Commission, General Government Committee, and City Council. This project requires approximately 480 hours total to be spread over a two year period.
	23	Brewery Redevelopment/Planned Action EIS and Ordinance	80	City Staff	1, 5	Support work on Planned Action EIS and Ordinance in support of the Brewery Redevelopment Project led by the Executive Department. Includes work with subject matter experts on technical and policy matters.
	24	Grant Funding	20	City Staff	1, 2	Research grant funding opportunities that support long range planning goals. Senior housing support and programs that support affordable housing are potential grant areas.
	25	Habitat Conservation Plan	600	City Council	5	Ongoing from 2016. Phase III and IV work. Includes consultant management and coordination with Port and USFWS. NEPA/SEPA EIS support as state SEPA lead agency. Complete public draft of the HCP. Develop implementation tools. Briefings, work sessions, stakeholder meetings, and community meetings. Work with other City departments, internal stakeholder team, Port staff, USFWS, WDFW, Planning Commission, General Government Committee, and City Council. Includes consultant management and grant management. Include work on purchasing conservation property. Assumes 300 hours for Community Development Director and 300 hours for long range planning staff.
	26	Hazard Mitigation Plan Reporting and Implementation	20	City Staff	1, 2	Annual reporting on Hazard Mitigation every November-January. Following adoption of the Hazard Mitigation Plan for the Thurston Region in 2024, take part in a multi-agency planning and interdepartment workgroups to implement Plan. Work with other City departments and external stakeholder team.
	27	Vulnerability & Adaptation Plan	15			WRS will lead this interdepartmental project to assess the exposure and vulnerability of City assets, operations, and the community to relevant climate hazards. CDD will provide technical review and support, including review of draft and final plans and proposed language for integration into the Hazard Mitigation Plan.
	28	Permit System Transition	40	City Council	1	Support transition from Eden to the new permit system.
	29	Update CDD Website and Documents for Accessibility	50	City Staff	1	Develop CDD Accessibility Plan and update CDD website content, layout, maps, images, PDFs, and forms to meet state accessibility requirements by April 26, 2028.
	30	Public Engagement	80	City Staff	1	Support for ongoing general community engagement and relationship maintenance for efficiency and interdepartmental coordination.
	31	Public Inquiries and General City Council and Interdepartmental Support	180	City Staff	1, 2, 4	Support on unspecified projects, inquiries, and requests.
		Subtotal	**1,495**			
E		**GENERAL MANAGEMENT AND COORDINATION**				
1		**General Coordination with Other City Departments**		**City Staff**		**Various.**
	a	All City Staff Meetings	15	City Staff	6	Ongoing quarterly meetings.
	b	GIS Team	10	City Staff	6	Ongoing meetings.
	c	Green Team	8	City Staff	2	Ongoing meetings.
	d	Stormwater Interdisciplinary Team	5	City Staff	2	Ongoing meetings.
	e	Traffic Team	0	City Staff	3	Ongoing meetings.
	f	Web Team	5	City Staff	6	Ongoing meetings.
		Subtotal	**43**			
2		**General Coordination with Other Jurisdictions**		**City Staff**		**Various.**
	a	Port of Olympia	24	City Staff	1	Quarterly Meetings and other coordination.
	b	City of Olympia	0	City Staff	1	Review proposed Comprehensive amendments and other coordination outside of housing.
	c	Intercity Transit	10	City Staff	3	Coordination with staff.
	d	Olympia School District	0	City Staff	1	Coordination with staff.
	e	State of Washington	40	City Staff	1, 2	Coordination with Association of Washington Cities on legislative actions.
	f	Thurston County	32	City Staff	1, 2	Ongoing coordination not associated with a specific project, includes long range planning coordination with four jurisdictions.
	g	Thurston County TDR Program	0	City Staff	1, 2	Coordination with Council and other City staffs on updating TDR program.
	h	Thurston Regional Planning Council	20	City Staff	1	Regional planner meetings/jurisdiction meetings.
	i	Tribal Governments	20	City Staff	1, 2	Coordination with staff.
	j	Tumwater School District	8	City Staff	1	Review Capital Facilities Plan and other coordination.
		Subtotal	**154**			
3		**Department Management**		**City Staff**		**Various.**
	a	General Management	120	City Staff	6	Staff review and development. Managing staff.
	b	Planning Commission Support	90	City Staff	6	Ongoing coordination with chair. Zoom meeting management. Interviews and training. Meeting Minutes.
	c	Standard Operating Procedures - Planning Division	8	City Staff	6	Develop internal processes and templates.
	d	Website Updates - Planning Division	24	City Staff	6	Ongoing review and updates of long range planning portions of the City website.
	e	Weekly Department Management Team Meetings	20	City Staff	6	Ongoing weekly meetings of Community Development Department managers.
	f	Weekly Department Meeting	40	City Staff	6	Ongoing weekly meetings of department staff.
		Subtotal	**302**			
4		**Training**	**60**	**City Staff**	**6**	Training and Conferences and AICP maintenance
		General Management and Coordination Subtotal	**559**			
		TOTAL HOURS:	**3,689**			
		TOTAL 2.5 FTE Capacity:	**3,690**			
		Staff Capacity Surplus:	**1**			

NOTES

Staff hours for items that include briefings, work sessions, and ordinances include a minimum number of public meetings (5) and hours for the public meeting process (40).

Projects are not listed in order of priority. Numbering is to allow for ease of reference.

		BELOW THE LINE PROJECTS (To be considered as projects above are completed and staff time is available)				
		PROJECT	**STAFF HOURS**	**PROPOSED BY**	**CITY COUNCIL STRATEGIC PRIORITIES**	**PROJECT DESCRIPTION/COMMENTS**
A) General Programs						
	1	*Critical Area Code Update*	*370*	*City Council*	*2*	*Initiate work on the periodic review and update of the City's Critical Areas Ordinance (TMC 16) to ensure consistency with current state requirements, best available science, and agency guidance. Review and update applicable provisions of TMC 16 addressing geologically hazardous areas, aquifer and wellhead protection, wetlands, fish and wildlife habitat conservation areas, flood hazards, and related critical areas requirements. Manage consultant work and coordinate technical and legal review. Prepare staff reports, ordinances, presentations, and other adoption materials. Conduct briefings, work sessions, public hearings, and the adoption process with the Tree Board, Planning Commission, General Government Committee, and City Council. This project requires approximately 480 hours total to be spread over a two year period.*
	2	*Shoreline Master Program Periodic Update*	*480*			*The Shoreline Master Program (SMP) was last updated in 2019 and is required to be updated every 10 years. State grant funding may become available in July 2028 to support the update. The update will also need to address new state sea level rise requirements applicable to the northern portion of the Deschutes River. Coordination with Lacey, Olympia, and Thurston County.*
	3	*Annexation: Southwest Tumwater*	*110*	*City Council*	*1*	*Conduct the City-led Southwest Tumwater Annexation, including review and preparation of an annexation application for the City's urban growth area between I-5 and Littlerock Road south of Tumwater Boulevard. Coordinate with Thurston County, the Office of Financial Management, the Boundary Review Board, and other agencies as needed. Prepare staff reports, ordinances, presentations, and other materials and conduct briefings, work sessions, hearings, and the adoption process with the General Government Committee and City Council.*
	4	*Thurston County Joint Plan Update*	*220*	*County*	*1, 2, 5*	*Update Tumwater Thurston County Joint Plan to address 2025 Comprehensive Plan Periodic Update. Schedule will depend on County work plan. Briefings, work sessions, and hearing. Prepare staff report, ordinance, and other materials and work with City and County Planning Commissions, General Government Committee, and City Council.*
	5	*Thurston County Code Title 22 - Tumwater Urban Growth Area Zoning*	*120*	*State Mandate and County*	*1, 2*	*Work with County staff to revise Thurston County Code Title 22 to be consistent with City development codes and meet state requirements. Schedule will depend on County work plan. Briefings, work sessions, and hearing. Prepare staff report, ordinance, and other materials and work with City and County Planning Commissions, General Government Committee, and City Council.*
	6	*Annexation Policy Development*	*80*	*City Staff*	*1*	*Develop a City Annexation Policy for future annexations in Tumwater's urban growth area, including development of an Interlocal Agreement with the County. This could start in 2028 after the UGA analysis is conducted.*
	7	*Capitol Boulevard Corridor Plan Evaluation*	*200*	*City Staff*	*3*	*Evaluate implementation of the Capitol Boulevard Corridor Plan to determine how effectively the Plan is meeting its objectives and whether updates or revisions are needed.*
	8	*Tumwater Brewery District Plan*	*200*	*City Staff*	*3*	*Update the Tumwater Brewery District Plan which was last updated in 2020.*
	9	*AP Airport Overlay Amendments*	*240*	*City Staff*	*1*	*Review TMC 18.32 AP Airport Overlay and propose amendments as needed. Coordinate with Port of Olympia and WSDOT Aviation on community engagement process involving all property owners and community members within the potential areas of effect through public meetings, social media engagement, and stakeholder meetings. Work with Thurston County to update airport overlay within the County concurrently. Evaluate impact of proposed amendments on affordable housing, economic development, and conforming uses. Briefings, work sessions, and hearings. Prepare staff report, ordinance, and other materials and work with Planning Commission, General Government Committee, and City Council.*
	10	*Aquifer Protection Standards Amendments*	*80*	*City Staff*	*2*	*Update TMC 16.24 Aquifer Protection Standards and TMC 18.39 AQP Aquifer Protection Overlay to consider extending protections offered by the City system to other water systems in the City per Planning Commission recommendation on April 9, 2019. WRS will lead and CDD will provide technical review and support through briefings, work sessions, hearing, and ordinance.*
	11	*Hazard Mitigation Plan Update*	*120*	*City Staff*	*1,4*	*TRPC leads this effort. The update occurs every five years. Likely to start in 2028.*
	12	*Comprehensive Plan Monitoring Scoping*	*48*	*City Staff*	*1*	*Determine information to be tracked and how it will be gathered for state reporting.*
	13	*Citywide Design Guidelines Update*	*80*	*City Staff*	*1*	*Review how the Citywide Design Guidelines (TMC 18.43) have been working since adoption in 2016. Includes addressing corner setbacks for industrial zone district in the Citywide Design Guidelines do not match the standards found in the municipal code (TMC 18.24 and TMC 18.43) and addressing materials of new mini storage uses (TMC 18.43). Briefings, work sessions, hearing, and ordinance. (Start in 2028)*
	14	*Essential Public Facilities*	*120*	*City Staff*	*1*	*Separate essential public facilities from the Conditional Use Permit chapter (TMC 18.56) and establish conditions for each of the individual essential public facilities. Briefings, work sessions, hearing, and ordinance. (Start in 2028)*
B) Housing Plan Implementation						
	15	*Affordable Housing Project Coordinator*	*48*	*City Staff*	*1*	*Work with Permit Division to act as the project coordinator for all permanently affordable housing projects. Following up with applicant and reviewers to ensure that review and comment responses on development applications are completed in a timely manner.*
	16	*Affordable Housing Demonstration Projects, Grants, and Funding Opportunities*	*250*	*City Staff*	*1, 5*	*Develop a process for a demonstration project process specifically for an innovative permanently affordable housing project that might need specific development and design standards waived to be feasible. Examples of such projects may include cooperative living, work share housing, and manufactured home park tenant opportunity to purchase and resident owned communities. Look for grants and funding opportunities for the City to obtain funds to support innovative projects, purchase properties, reduce impact fees, and provide financial assistance.*
	17	*Manufactured Home Parks Support*	*40*	*City Staff*	*1*	*Work with manufactured home parks on ways to keep existing residents housed, include inventorying existing manufactured home parks in the City to develop a list of specific needs and working toward resident-owned parks through mechanisms such as land trusts.*
	18	*Housing Action Plan - Infrastructure (Housing Affordability Fee Work Plan Ordinance #9/Housing Action Plan Action 1.m.)*	*60*	*City Council*	*1, 3*	*Part of Housing Affordability Fee Work Plan approved May 28, 2019, and Housing Action Plan approved 2021. Work with the Public Works Department to make infrastructure investments for infill areas needing upgrades with follow-up by City staff to develop potential scenarios with emphasis on areas where housing affordability is most likely to occur. Public meetings, briefings, work sessions, hearing, and ordinance.*
	19	*Networking, Outreach, Training, and Conferences*	*40*	*City Staff*	*1, 5*	*Attend housing conferences, APA trainings, State Department of Commerce training, work with other jurisdictions outside Regional Housing Council and network, and attend public events for affordable housing to expand the City knowledge base.*
	20	Point in Time Count Support	20	City Staff	*1*	Provide support for annual the Point in Time count of homeless individuals, which occurs every January.
	21	*Rental Housing and Registration Program*	*180*	*City Council*	*1*	*Manage implementation of Title 5 tenant protections and rental registration programs.*
	22	*Tumwater Housing Stakeholder Workgroup*	*40*	*City Staff*	*1, 5*	*Hold biannual meetings with the City's housing stakeholder workgroup established through the Comprehensive Plan Update process. Meet to discuss housing related topics, issues, financing, development review, advancements, and trends. This group includes realtors, housing and affordable housing developers, Olympia Master Builders, social service providers, and the Tumwater School District.*
	23	*Thurston Thrives - Housing Action Team*	*16*	*City Staff*	*1*	*Attend monthly regional coordination meetings.*

C) Food System Plan Implementation						
	24	*Food System Plan Code Amendments*	*80*	*City Staff*	*1*	*Assess Food System Plan policies and actions to determine additional code amendments.*
	25	*Community Garden and Neighborhood Matching Grants and Local Grants*	*10*	*City Staff*	*1*	*Review grant guidelines to determine if changes are needed to make the grants more accessible to programs that support the Food System Plan.*
	26	*Internal Collaboration*	*20*	*City Staff*	*1*	*Work with the Parks and Recreation, Water Resources & Sustainability, and Transportation & Engineering Departments on the Food System Plan actions that impact their departments.*
	27	*Partnership Building*	*20*	*City Staff*	*1*	*Connect with local partners to communicate 2026 Work Program priorities and determine their interest in participating. Determine best way for coordinating City efforts with the Food System Plan stakeholders.*
	28	*Food Waste Reduction and Local Food Benefits Programs Research*	*20*	*City Staff*	*1*	*Research other municipalities and determine what food support programs they provide or will provide in the future. Determine Tumwater's need for such programs, how they would be utilized, and who they would benefit.*
	29	*Food System Plan Intern*	*5*	*City Staff*	*1*	*Support Food System Plan Goals seasonally with an intern who can assist with compost collection or landscaping at Parks facilities where food production is occurring.*
	30	*Food System Plan Code Amendments*	*120*	*City Staff*	*1*	*Assess Food System Plan policies and actions to determine additional code amendments.*
	31	*Food Forest Program*	*0*			*WRS leads this work.*
	32	*Communications Campaign*	*40*	*City Staff*	*1*	*Work with Communications Team to develop a communications campaign focused around local food access, food waste, and food production. Create regular updates on the work and partnerships through existing channels.*
	33	*Communications Campaign*	*40*	*City Staff*	*1*	*Work with Communications Team to develop a communications campaign focused around local food access, food waste, and food production. Create regular updates on the work and partnerships through existing channels.*
		TOTAL HOURS:	**2,557**			

Annual Work Program Capacity

2.1 FTE: Two 32-Hour Employees Working Four Days per Week and One 40-Hour Employee Working Five Days per Week, With 50% Assigned to Long-Range Planning.

Calculation	Hours
Two 32-hour employees (4 days per week)	
208 scheduled workdays − 13 holidays − 15 annual leave days − 12 sick leave days = 168 working days per employee	168
168 working days × 8 hours = annual hours per 32-hour employee	1,344
1,344 hours × 2 employees = total annual hours	2,688
One 40-hour employee (50% assigned to Long-Range Planning)	
260 weekdays − 13 holidays − 15 annual leave days − 12 sick leave days = 220 working days	220 days
220 working days × 4 hours = annual hours allocated to Long-Range Planning	880
Total annual working hours	**3,568**
Apply 95% Work Program factor for non-work program activities	3,390
Add 300 Director hours allocated to Bush Prairie HCP	300
Total annual Work Program capacity	**3,690**

Assumptions for Planning Purposes Only:
All three employees receive 13 holidays, 15 annual leave days, and 12 sick leave days annually. The two 32-hour employees work four 8-hour days per week. The 40-hour employee works five 8-hour days per week, with 50% of available hours allocated to Long-Range Planning.

2025-2026 City Council Strategic Priorities

1. Vibrant, Livable, and Inclusive Community: Build a Community Recognized for Quality,
Continue implementation of Tumwater Metropolitan Parks District (TMPD) initiatives. (Parks &
Increase affordable housing in Tumwater, including permanent and supportive housing.
Develop partnerships and strategies to improve municipal service delivery to people in need.
Promote equity and inclusion within the Tumwater community. (Executive)

2. Environmental Stewardship: Be a Leader in Environmental Health and Sustainability
Conserve and protect Tumwater's water resources. (Water Resources and Sustainability)
Implement and promote environmentally sustainable practices in the community. (Water
Implement the Urban Forestry Management plan. (Water Resources and Sustainability)
Implement the Climate Element of the Comprehensive Plan, inclusive of the Thurston Climate

3. Community Mobility: Create and Maintain a Transportation System Safe for All Modes of
Provide a safe, efficient, and cost-effective transportation system. (Transportation and
Continue improving the maintenance of the transportation system. (Transportation and
Implement Capitol Boulevard plan. (Transportation and Engineering, Community Development)
Improve maintenance and interconnectivity of a bicycle and pedestrian system. (Transportation
Implement Brewery District plan. (Transportation and Engineering, Community Development)
Develop a citywide trail system. (Transportation and Engineering)
Explore opportunities to extend multimodal transportation facilities to areas of the City outside

4. Health and Safety: Provide and Sustain Quality Public Safety Services
Develop initiatives to address growing emergency service demands. (Police, Fire) (Fire)
Build existing law enforcement staff capacity to meet current core service delivery demands.
Evaluate and promote City programs to reduce risk to life and property. (Fire)
Explore and implement partnerships to improve efficiency of emergency service delivery. (Fire,
Review options for regionalization of fire/emergency services. (Fire)
Transition to proactive code enforcement. (Police, Community Development)

5. Growth and Development: Pursue and Support Targeted Community and Economic
Complete and implement the Habitat Conservation Plan. (Community Development)
Leverage brownfield revitalization opportunities. (Executive)
Update and implement the City's Economic Development Plan. (Executive)
Attract, retain, and grow Tumwater businesses. (Executive)
Promote tourism in Tumwater. (Executive)

6. Tumwater Excellence: Refine and Sustain a Great Organization
Attract, retain, and promote a talented and diverse workforce. (Administrative Services
Be good stewards of public funds by following sustainable financial strategies. (Finance)
Support an environment of continuous learning and improvement for staff and Council.
Attract, retain, and support volunteer board members and commissioners. (Executive)