



CITY OF  
**TUMWATER**

**CITY COUNCIL WORK SESSION  
MEETING AGENDA**

**Online via Zoom and In Person at  
Tumwater City Hall, Council Chambers,  
555 Israel Rd. SW, Tumwater, WA 98501**

**Tuesday, October 28, 2025  
6:00 PM**

1. Call to Order
2. Roll Call
- [3.](#) 2026 Draft Legislative Agenda (Executive Department)
- [4.](#) Discuss Baseline Financial Assessment (Executive Department)
- [5.](#) Strategic Plan Discussion – Review Draft (Executive Department)
- [6.](#) Pooling Opioid Settlement Funds with Thurston County, Lacey and Olympia - Discussion (Executive Department)
7. Mayor/City Administrator's Report
8. Adjourn

**Meeting Information**

The public are welcome to attend in person, by telephone or online via Zoom.

**Watch Online**

<https://us02web.zoom.us/j/87837751655?pwd=EIFWeE37zgiUBDbGwzEocGLVGGFPcZ.1>

**Listen by Telephone**

Call (253) 215-8782, listen for the prompts and enter the Webinar ID 878 3775 1655 and Passcode 148125.

**Public Comment**

The public may submit comments by sending an email to [council@ci.tumwater.wa.us](mailto:council@ci.tumwater.wa.us), no later than 4:00 p.m. the day of the meeting. Comments are submitted directly to the Councilmembers and will not be read individually into the record of the meeting.

**Post Meeting**

Video of this meeting will be recorded and posted on our City Meeting page: <https://tumwater-wa.municodemeetings.com>.

**Accommodations**

The City of Tumwater takes pride in ensuring that people with disabilities are able to take part in, and benefit from, the range of public programs, services, and activities offered by the City. To request an accommodation or alternate format of communication, please contact the City's ADA Coordinator

directly, call (360) 754-4129 or email [ADACoordinator@ci.tumwater.wa.us](mailto:ADACoordinator@ci.tumwater.wa.us). For vision or hearing impaired services, please contact the Washington State Relay Services at 7-1-1 or 1-(800)-833-6384.

TO: City Council  
 FROM: Kelly Adams, Assistant City Administrator  
 DATE: October 28, 2025  
 SUBJECT: 2026 Draft Legislative Agenda

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1) Recommended Action:

Discuss and provide input on the City's draft 2026 Legislative Agenda.

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2) Background:

The City annually adopts a Legislative Agenda to guide the City's policy and funding requests for the State Legislature. The Agenda is developed by reviewing the City's adopted plans, trending issues at the Legislature, emergent policy issues, Association of Washington Cities (AWC) legislative issues, and regional legislative initiatives. The Agenda both guides City requests for Legislative action but also assists staff in knowing how to respond to requests of the City's position on policy issues. The AWC Legislative info is available at: <https://wacities.org/advocacy/City-Legislative-Priorities>.

Several key items will also be included under the Thurston Shared Legislative Agenda Partnership, however, that will be completed later in the year. The Partnership works to advance regional priorities for the upcoming State Legislative session. These priorities, when approved, will provide multiple and broad benefits to the entire region due to the significant scope and impact across and between entities.

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3) Policy Support:

Strategic Priority: "Pursue Targeted Community Development Opportunities" –

- Facilitate Brewery Redevelopment
- Facilitate Capitol Boulevard Corridor Redevelopment

Strategic Priority: "Build a Community Recognized for Quality, Compassion and Humanity"-

- Work with government, non-profit, and private partners to develop and implement a performance-based plan for affordable housing and to address homelessness.

Strategic Priority: "Create and Maintain a Transportation system Safe for All Modes of Travel"

- Design and build the E Street Connection

Strategic Priority: "Be a Leader in Environmental Sustainability"

- Bush Prairie HCP Carbon Sequestration
- 

4) Alternatives:

- ☐ Do not adopt a Legislative Agenda
  - ☐ Make changes to the proposal
- 

5) Fiscal Notes:

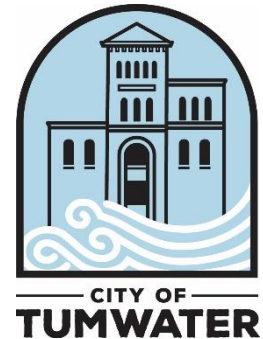
There is no specific cost to the Legislative Agenda, although specific projects may have costs reflected in various City plans and budgets.

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6) Attachments:

- A. Tumwater Draft 2026 Legislative Priorities
- B. AWC 2026 Legislative Priorities

## Draft Legislative Priorities 2026



### 1. Restore Habitat Conservation Plan resources

The City seeks to restore the reduction made in the supplemental capital budget to acquire local properties for habitat preservation to mitigate the listing of the Mazama Pocket Gopher under the Federal Endangered Species Act.

### 2. Fund Planned Action Environmental Impact Statement (EIS) – Tumwater

The City seeks funding for the Planned Action Environmental Impact Statement (EIS) aimed at revitalizing the brewery properties in the region. The initiative streamlines the environmental review process for future developments. The Planned Action EIS will evaluate a defined geographic area, focusing on various development scenarios and their implications and is expected to enhance predictability for the community and developers.

### 3. Fund E Street Connection Design and Right of Way

The City seeks Transportation Budget funding for design, engineering, permitting, and right-of-way acquisition to build a new east-west connection. An alternative analysis and feasibility plan have been completed. The proposed E Street Connection would build a new east-west transportation corridor from Capitol Boulevard to Cleveland Avenue (Yelm Highway) at E Street. This project would fill a critical need by providing a direct, safe, and efficient transportation route for 28,200 vehicles per day, 80% of which are regional commuters and commercial vehicles. The proposed route would include a bridge, two roundabouts, and multi-modal features.

# 2026 City Legislative Priorities

Cities and towns are home to 66% of Washington's residents, drive the state's economy, and provide the most accessible form of government. The success of our cities and towns depends on adequate resources and community-based decision-making to best meet the unique needs of our communities.

**Washington's 281 cities and towns ask the Legislature to partner with us and act on the following priorities:**



## Indigent defense

Increase state support and funding for indigent defense services to meet existing needs as well as the new lower caseload mandates ordered by the Washington Supreme Court. Enhance state support for increasing the indigent defense workforce with incentives and programs to encourage more public defenders.



## Transportation

Increase sustainable revenue that supports local transportation preservation, maintenance, and operations and includes direct distributions to cities and towns. Continue to support efforts to improve traffic safety. Explore revenue tools such as a highway usage fee, a retail delivery fee, expanded transportation benefit district (TBD) authority, or a "sidewalk utility."



## Housing supply

Provide time to implement recent state housing legislation. Increase housing investments to meet needs across the housing continuum, including construction and preservation of affordable housing, home ownership, and senior housing. Support tools to better coordinate urban growth area (UGA) development and funding options such as a local option real estate excise tax, short-term rental tax, and expanded use of lodging taxes for housing.



## Shared revenues

Continue the historical revenue-sharing partnership between the state and its cities and towns, which provides stability and continuity for local budgets. Preservation of these resources, such as liquor revenues and criminal justice assistance funds, are indispensable to local fiscal sustainability and predictability.



Contact: **Candice Bock**  
Government Relations Director  
[candiceb@awcnet.org](mailto:candiceb@awcnet.org)



TO: City Council  
FROM: Lisa Parks, City Administrator  
DATE: October 28, 2025  
SUBJECT: Discuss Baseline Financial Assessment

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1) Recommended Action:

This is a review and discussion item, only.

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2) Background:

The intent of this item is to discuss the Baseline Financial Assessment presentation provided at the September 16, 2025 Council meeting, and begin to discuss types of strategies that may be needed to address budget challenges identified.

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3) Policy Support:

Refine and sustain a great organization.

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4) Alternatives:

N/A

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5) Fiscal Notes:

N/A

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6) Attachments:

A: Tumwater Fiscal Strategy Update (presentation from 9/16/2025 Council Meeting)

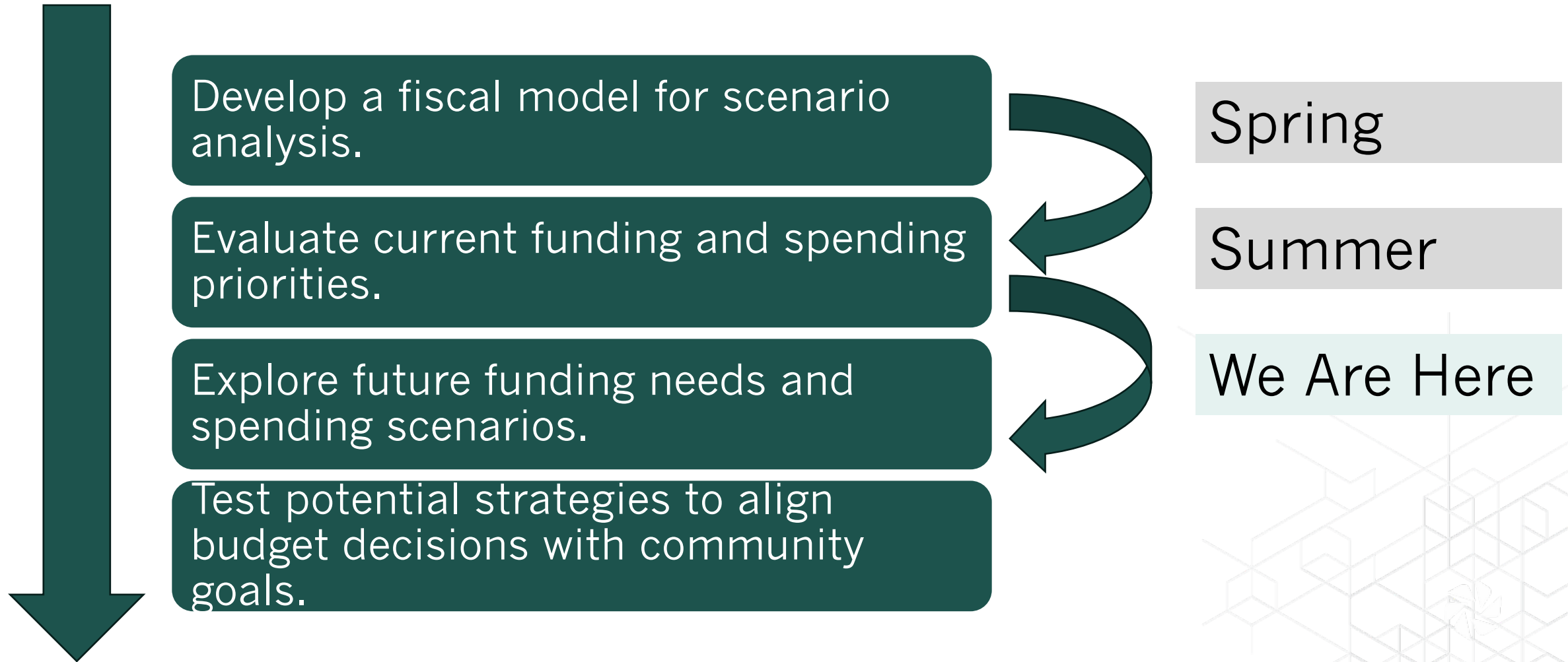
# Tumwater Fiscal Strategy Updates

Prepared for Tumwater  
City County

September 16, 2025





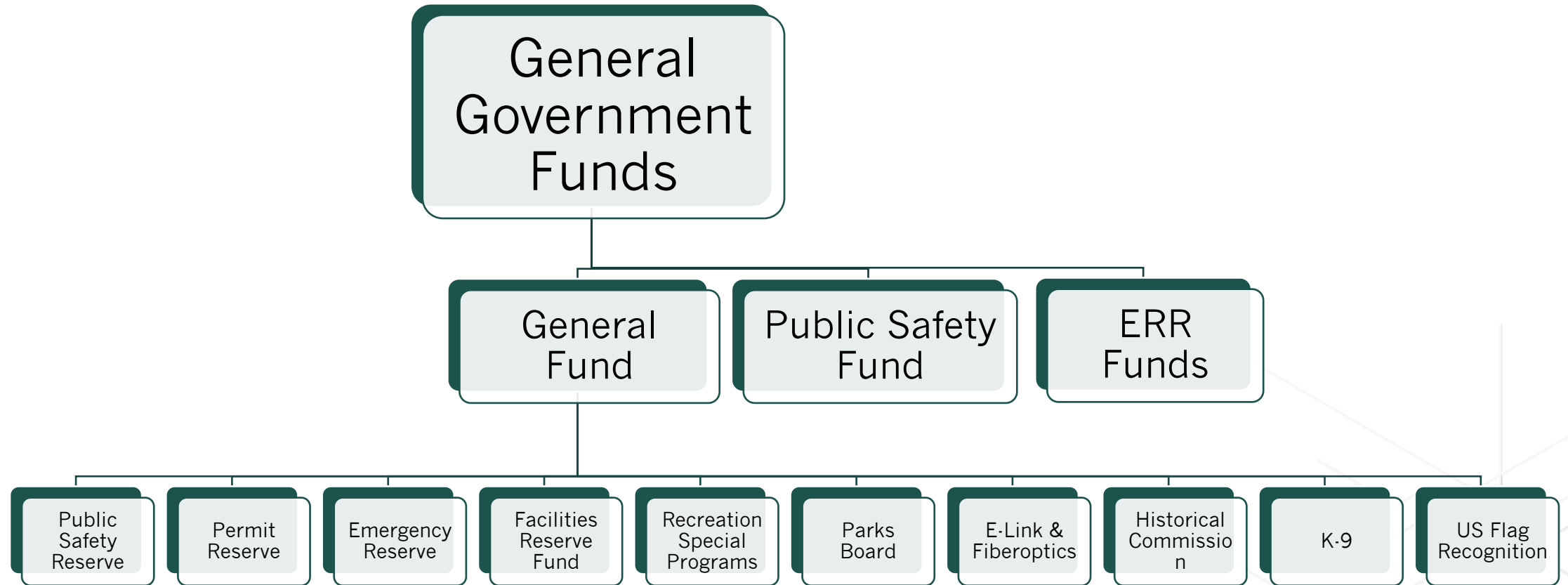


# General vs Enterprise Funds

**Our scenario planning and financial modeling focuses on General Government Funds** — where City Council has the most discretion and influence over service levels, staffing, and investments.

- **General Government Funds (approx. 60%)**
  - ♦ Supported primarily by tax revenues (e.g., property tax, sales tax, utility tax).
  - ♦ Funds core services like police, planning, parks, and administration.
  - ♦ **Most budget tradeoffs and policy decisions happen here.**
- **Enterprise Funds (approx. 38%)**
  - ♦ Self-supporting through user fees (e.g., water, sewer, stormwater).
  - ♦ Legally restricted to cover the cost of providing specific services.
  - ♦ **Not typically available to fund general city services.**

# General Government Funds



# 2025 Baseline – Status Quo

Note: This includes departmental spend through the General fund and Equipment Rental & Rsv funds.

# What's in the Baseline?

- Same balance of “doing more with less”
- No expansions or new initiatives
- No new debt obligations
- Doesn't account for unmet needs identified by departments
- No new requirements from state or federal
- Fiscal cliff looms (more or less) depending on rate of economic growth.

# Baseline Forecast – Trend Growth

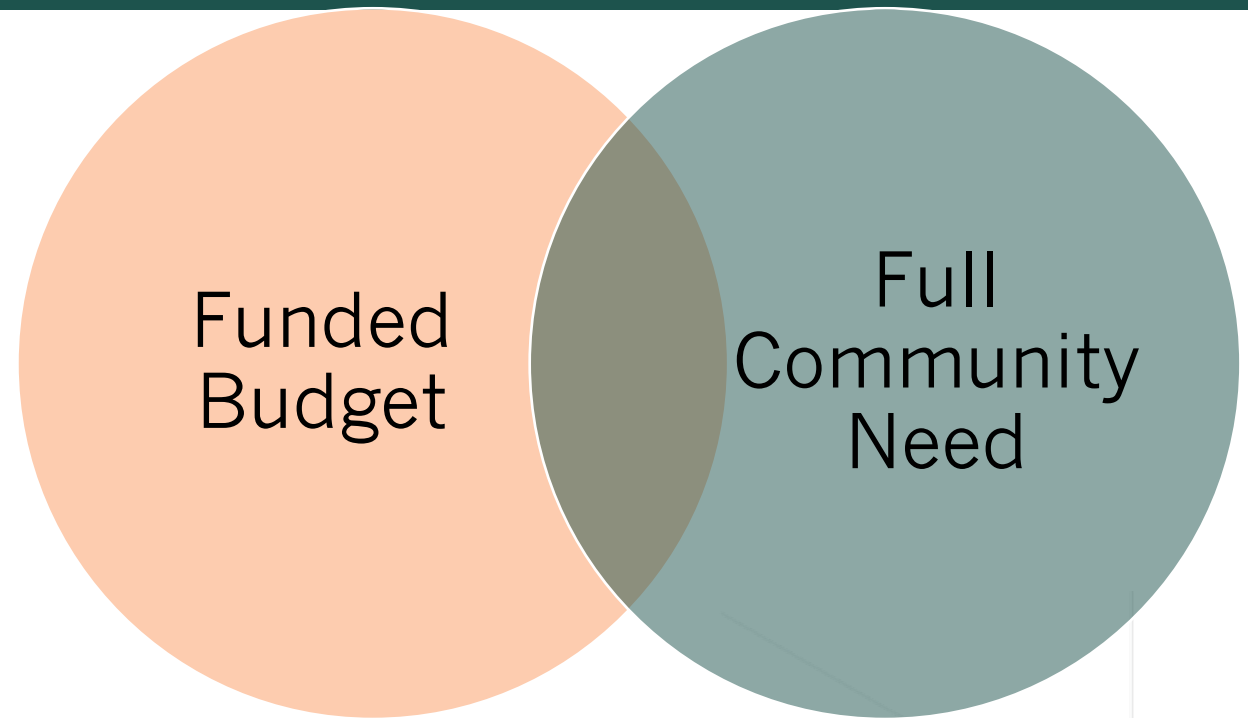
- **If the economic (tax base) growth** follows historic trends, the City is in a stronger fiscal position through 2035, with both revenues and reserves declining and manageable rate.
- This baseline outlook provides flexibility to pursue community priorities, provided future spending is aligned with sustainable revenues.

# Baseline Forecast – Slower Growth

- **If the economic (tax base) growth** is lower than trend, the City maintains a positive fund balance for several years, providing a substantial cushion to delay or soften the impact of a future structural deficit.
- This gives Tumwater time to align service expectations and revenues thoughtfully, rather than reactively.

# Introducing the Shadow Deficit

- Gap between needed and funded services
- The flipside of “doing more with less”
- Includes staffing, service expansions, and unfunded capital needs



- What is included in the adopted budget: Staff, services, and projects with funding

- Staffing and services departments say are necessary
- Community expectations for service level and quality
- Capital needs identified but not funded



# Understanding the “Shadow Deficit”

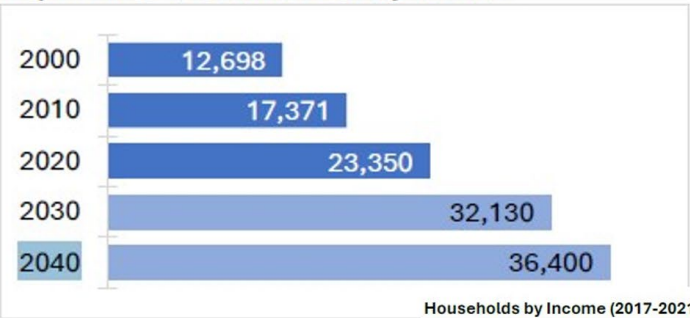
- **Definition:** The difference between community expectations or commitments and the resources currently available to meet them.
- **Examples** include:
  - ◆ Unfunded state or federal mandates.
  - ◆ Community desires for increased or improved services without additional funding.
  - ◆ Infrastructure maintenance or expansions that have been delayed due to budget constraints.
- **Implications:**
  - ◆ Without addressing the “shadow deficit,” the city risks ongoing gaps between expectations and reality, leading to deferred maintenance, reduced service quality, or budget shortfalls.

# Past Budget Presentations on Shadow Deficit

## Context – GROWTH!

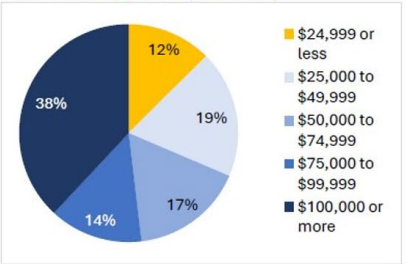
	2004	2024*
Number of FTEs	123	237.25
Acres of Parks	130	238
Permits Processed	968	1,900
FD Calls for Service	4,444	6,000
PD Calls for Service	9,700	17,700
Water Customers	5,458	10,121
Sewer Customers	3,986	7,676

Population – Estimates & Projections

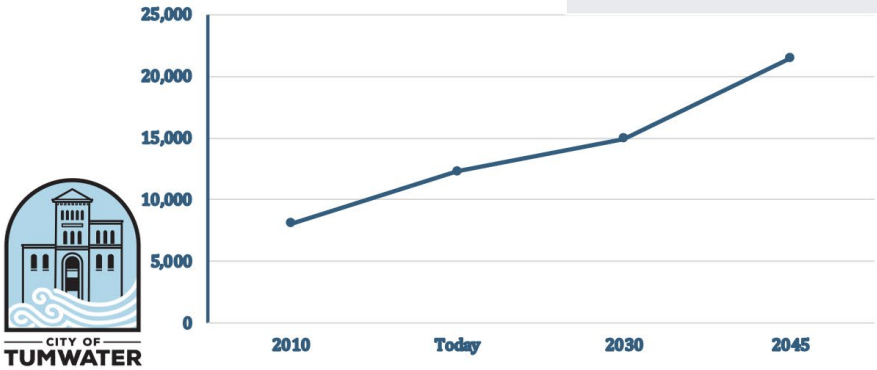


	2004	2024
Acres of Parks/Employee	32.5/1	43/1
Permits Processed/Employee	81/1	146/1
FD Calls for Service/Employee	153/1	113/1
PD Calls for Service/ Employee	346/1	412/1

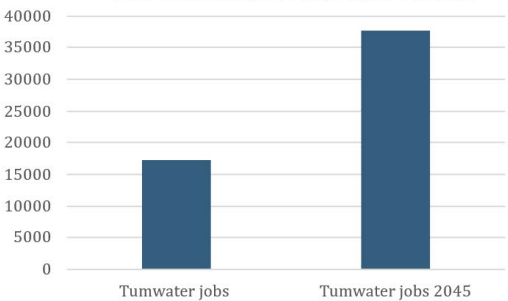
Households by Income (2017-2021)\*



Housing unit growth over time



Job Estimates Now and Future



# Budget Framework for Council Decision-Making

## 1. Core & Required Services

- Includes many essential services required by law or necessary for basic community function (e.g., public safety, regulatory compliance) but not all.

## 2. Existing Community Commitments

- Existing programs and services reflecting past community decisions and commitments (e.g., parks maintenance, library services).

## 3. Enhanced Service & Infrastructure Investments

- Proposed improvements or expansions in service quality, scope, or scale that would require new costs or increased revenues (e.g., infrastructure upgrades, expanded recreational facilities).

## Why Use a Three-Tier Budget Framework?

1. **Clarity:** It simplifies complex budget information by distinguishing essential, committed, and discretionary spending.
2. **Transparency:** It shows clearly how past and present decisions shape future financial needs.
3. **Priority Setting:** It helps the council prioritize choices, highlighting what must be funded versus areas where the city might invest more strategically.
4. **Revenue Awareness:** It illustrates why additional resources or new revenues may be needed to achieve community goals.

# Shadow Deficit Is Present In Most Communities

- This isn't a sudden “budget” shortfall—it's the cumulative effect of:
  - ◆ Population and service area growth outpacing staffing and infrastructure expansion.
  - ◆ Deferred maintenance and one-time fixes substituting for long-term solutions.
  - ◆ New community expectations and mandates added over time without proportional increases in base funding.
  - ◆ Longstanding structural constraints on revenue growth (e.g., 1% levy limit factor).

# Total Departmental Costs

Note: This is the average annual cost from 2025-2035 not accounting for inflation, COLA adjustments, or standard raises.

Note: This is the average annual cost from 2025-2035 not accounting for inflation, COLA adjustments, or standard raises.

# Non-Labor Costs

Note: This is the average annual cost from 2025-2035 not accounting for inflation.



# Reflections – Results in Wider Context

- **Patterns Seen Across Many Cities:** The findings in Tumwater reflect broader challenges faced by cities statewide and nationally.
- **The 1% Levy Cap Pushes the Cliff Out:** Strong economic cycles (e.g., new construction, sales tax growth) have temporarily delayed—but not eliminated—the structural imbalance caused by Washington’s 1% property tax growth limit.
- **Austerity Limits Strategic Investments:** During lean years, cities often avoid adding new programs or staff, leaving long-term service gaps and deferred maintenance.
- **Shadow Deficit Is Structural and Cumulative:** The current gap in service and infrastructure isn’t new—it has slowly built over years or decades due to incremental underfunding of core and committed services.
- **Local Choices Drive Outcomes.** Each community ultimately sets its own priorities:
  - ♦ Some stay within existing resources and reprioritize internally.
  - ♦ Others use councilmanic tools (e.g., banked capacity, utility taxes).
  - ♦ Some ask voters to support service expansions through levies or bonds.

# Department-Level Views – Police Department

- The Police Department needs to add 36 staff over the next 10 years to meet existing commitments
  - ◆ Including 19 Police Officers and
  - ◆ 5 front office/non-commissioned staff
- With each additional staff member additional vehicle/equipment is needed.
- This figure **does not** include the cost of new facilities with greater staff capacity.

Note: This is the average annual cost from 2025-2035 not accounting for inflation, COLA adjustments, or standard raises.

# Department-Level Views – Fire Department

- The Fire Department needs to add 7 staff over the next 10 years to meet existing commitments.
  - ◆ Including 3 Firefighters
- Non-Labor costs include fire engine replacements, station remodeling, and more with the potential of being funded by a levy lid lift.

Note: This is the average annual cost from 2025-2035 not accounting for inflation, COLA adjustments, or standard raises.

# What This Means for the 2027–28 Budget

- The 2025 budget (\$53.9M) is significantly below what departments identified as necessary to sustain core and existing service levels into the future.
- This reveals a **persistent and growing** “shadow deficit”—the gap between what is budgeted and what is needed to fully deliver services and meet commitments.
- The City will need to make strategic tradeoffs: revisit commitments, assess capacity, or identify new resources to close this gap.

Note: This just the labor and non-labor costs from 2025-2035 not accounting for inflation, COLA adjustments, or standard raises.

# What This Means for the 2027–28 Budget

## Council Will Need/Want To:

### Reassess Current Commitments

- Reevaluate the sustainability of services that have been approved but may not be fully funded over the long term.

### Prioritize Enhancements Thoughtfully

- Identify which service expansions or infrastructure investments best reflect community priorities and justify new revenues.

### Bridge the Shadow Deficit

- Determine how to address the structural gap between desired service levels and current fiscal capacity—including staffing, operations, and capital needs.

### Build Long-Term Capacity

- Make strategic choices that create financial and operational space to adapt to future needs without compromising core services.

- Where is the shadow deficit most urgent?
  - ◆ Are there specific departments or services where the gap between need and funding is especially acute?
- Which commitments require near-term action?
  - ◆ Are there existing service levels or promises to the community that are underfunded or at risk?
- Is there interest in service expansion?
  - ◆ What's the council's appetite for investing in new or enhanced services or infrastructure?
- What principles should guide future budget scenarios?
  - ◆ Should we focus on equity, efficiency, growth, risk, or community demand when developing options?

# How Scenario Modeling Will Help

## **Model different futures:**

- Status Quo – Continue current services with existing funding
- Commitment Alignment – Fully fund existing commitments and obligations
- Vision-Driven Expansion – Pursue new or enhanced services tied to community goals

## **Evaluate tradeoffs:**

- Staffing levels and operational capacity
- Long-term fund balance health
- Revenue requirements, including potential tax rate changes

- Staff Leadership Team
  - ◆ Coordinate scenario design and strategic priorities
- Develop & Test Scenarios
  - ◆ Model financial and operational outcomes for different service strategies
- Return to Council
  - ◆ Share findings, gather feedback, and refine direction for the 2027–28 budget



TO: City Council  
FROM: Lisa Parks, City Administrator  
DATE: October 28, 2025  
SUBJECT: Strategic Plan Discussion – Review Draft

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1) Recommended Action:

This is a review and discussion item, only.

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2) Background:

This is a continuation of the review of the draft 2026 – 2032 Tumwater Strategic Plan. This session is focused on hearing Council Members' feedback on the draft document, particularly including the "Proposed" revisions to the Vision, Mission and Values, and on the draft Focus Area 2026 Annual Work Plans. In the V/M/V section, the existing statement is shown first and the proposed new language is shown in underlined, colored text. As requested, in the draft Focus Area 2026 Annual Work Plans, tasks that are new to the list are indicated as such with the word "New" – in dark orange – is added at the end of the task sentence.

Staff is also working on a draft Resolution adopting the Strategic Plan that will be presented under Considerations on the Council Meeting agenda for (Monday) November 3<sup>rd</sup> along with a final draft version of the Strategic Plan (including graphics, photos, etc.).

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3) Policy Support:

Refine and sustain a great organization.

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4) Alternatives:

N/A

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5) Fiscal Notes:

N/A

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6) Attachments:

A: Revised Draft Strategic Plan

# Tumwater Strategic Plan

2026 - 2032

DRAFT

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## Welcome

Dear Reader,

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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

This strategic plan shares guidance and direction from the Council to City staff, as they work to implement and provide services and infrastructure. It helps prioritize efforts, and creates transparency, particularly where there are on-going needs and challenges at the same time there are constraints on city resources. Based on previous priorities and goals, and on community input received through various, recent outreach efforts, the Council has developed this strategic plan.



The strategic plan centers on six focus areas, which are broad topic areas determined by the City Council to be a priority for Tumwater:

- Vibrant, Livable, and Inclusive Community
- Environmental Stewardship
- Community Mobility
- Health and Safety
- Growth and Development
- Tumwater Excellence

Each focus area includes a goal statement as well as a variety of prioritized **action items** to guide staff's development of **annual work plans**.

## Glossary of Terms

Below are key terms used within the Strategic Plan.

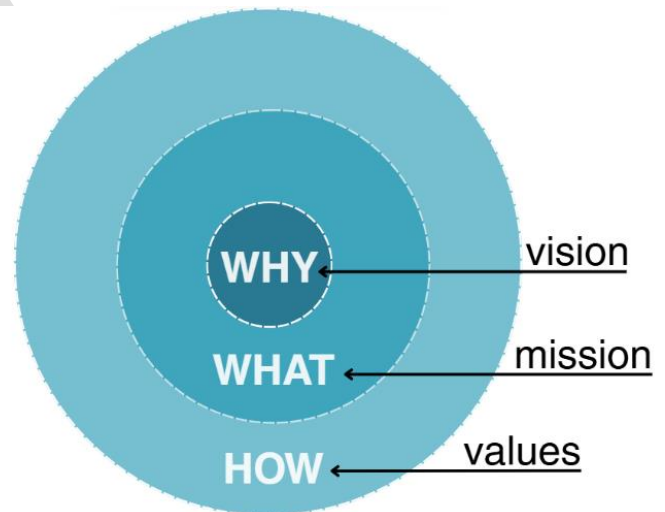
**Vision:** A statement of what we would like the community to be, long-term. This overarching vision articulates a shared community future.

**Mission:** A brief summary of the City's purpose, helping guide our actions and decisions aimed at effectively and responsibly serving our community.

**Values:** The fundamental beliefs and core principles that guide our purpose and direction.

**Focus Area:** Broad subject areas that help to organize and communicate how we concentrate our time, energy and resources to help achieve the City's overall Vision and Mission.

**Focus Area Goal Statement:** A brief, outcome-focused statement of the results the City aims to achieve, over time, for a particular Focus Area.



**Action Items:** The general tasks or activities identified to support progress on the Focus Area Goal Statements.

**Annual Work Plans:** An outline of specific tasks or activities, organized by **Focus Areas**, that will be undertaken and reported to Council on an annual basis to support progress on specific Action Items.

## Vision, Mission, and Values

### Vision

*Existing:* Tumwater of the future will be people-oriented and highly livable, with a strong economy, dynamic places, vibrant neighborhoods, a healthy natural environment, diverse and engaged residents, and living connection to its history.

*Proposed:* 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

*Existing:* 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.

*Proposed:* 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.

### Values

#### **People**

*Existing:* 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.

*Proposed:* We embrace the diversity of **people** in our community and strive to ensure everyone feels valued and included. We recognize the vital contributions of our staff and

*foster a supportive environment that promotes growth, celebrates achievements, and retains talent to serve our community with excellence.*

## **Environment**

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

*Proposed:* We strive to safeguard and enhance our community's natural **environment** and social fabric.

## **Opportunity**

*Existing:* 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.

*Proposed:* We pursue **opportunities** to enhance social, environmental, and economic well-being, and remain committed to achieving positive outcomes—even in challenging times.

## **Partnership**

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

*Proposed:* We work in **partnership** with residents, businesses, community organizations, and governments to address challenges and advance shared goals.

## **Learning**

*Existing:* 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.

*Proposed:* We **learn** from experience, embrace innovation, and seek new ways to enhance City services and strengthen our community.

## **Excellence**

*Existing:* 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.



*Proposed: We deliver City services with **excellence**, integrity, and efficiency — empowering staff, stewarding public resources, and fostering civic trust while preserving our small-city character.*

DRAFT

## Implementation Framework

### 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:

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

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

**City staff** manages implementation by developing and proposing the detailed tasks in the annual 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.

### Strategic Plan Prioritization Criteria

While all of the work identified in the Strategic Plan is important, it cannot be completed all at once. These criteria will be used to help prioritize the relative favorability of a particular action item, when the work will occur, and what resources need to be allocated.

### Overall Criteria

1. How does this advance the City's vision, mission, values, 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. How is this a Tumwater community **priority**?

### Strategic Plan Schedule

The City develops the Strategic Plan with a six-year, forward-looking perspective that is then coordinated with, and implemented by, the City's biennial budget development process. It is anticipated that modifications to the Strategic Plan during this six-year timeframe will be relatively small and incorporated as needed, and a more comprehensive update of the Strategic Plan will occur on a six-year cycle.

To ensure the Strategic Plan remains nimble and relevant to the community's needs and the Council's priorities, anticipated modifications will be accomplished on a recurring schedule. In even-numbered years, a new biennial budget is drafted and adopted. In odd-numbered years, Council will review and update the Focus Area Action Items. Every year, staff will provide updated Focus Area Work Plans to guide their work and to report to Council on the progress toward implementation and completion of Focus Area Action Items.

### New Opportunity Process

Because new and emergent issues and opportunities are likely to arise, the City Council recognizes there needs to be a process to address more urgent actions that may come up outside of the recurring schedule described above. These new opportunities should be few in number and important to address immediately but must be weighed against the ability to deliver the already identified and prioritized Action Items and Annual Work Plans.

## Focus Areas (Overview)

FOCUS AREA	GOAL STATEMENT
<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.

[PHOTO HERE]

Focus Area: Vibrant, Livable, and Inclusive Community

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

[PHOTO HERE]

ACTION ITEMS	LEAD DEPARTMENT
Continue implementation of Tumwater Metropolitan Parks District (TMPD) initiatives.	Parks and Recreation Transportation and Engineering
Increase affordable housing in Tumwater, including permanent and supportive housing.	Community Development
Develop partnerships and strategies to improve municipal service delivery to people in need.	Executive
Promote equity and inclusion within the Tumwater Community.	Executive

Focus Area: Environmental Stewardship

GOAL STATEMENT: Be a leader in environmental health and sustainability.

[PHOTO HERE]

ACTION ITEMS	LEAD DEPARTMENT
Conserve and protect Tumwater’s water resources.	Water Resources and Sustainability
Implement and promote environmentally sustainable practices in the community.	Water Resources and Sustainability
Implement the Urban Forestry Plan.	Water Resources and Sustainability
Implement the Thurston Climate Mitigation Plan.	Water Resources and Sustainability

## Focus Area: Community Mobility

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

[PHOTO HERE]

ACTION ITEMS	LEAD DEPARTMENT
Provide a safe, efficient, and cost-effective transportation system.	Transportation and Engineering
Continue improving the maintenance of the transportation system.	Transportation and Engineering
Implement Capitol Boulevard plan.	Transportation and Engineering/Community Development
Improve maintenance and interconnectivity of a bicycle and pedestrian system.	Transportation and Engineering
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 the urban core.	Transportation and Engineering

## Focus Area: Health and Safety

GOAL STATEMENT: Provide and sustain quality public safety services.

[PHOTO HERE]

ACTION ITEMS	LEAD DEPARTMENT
Develop initiatives to address growing emergency service demands.	Police Fire
Build existing law enforcement staff capacity to meet current core service delivery demands.	Police
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 Police
Review options for regionalization of fire/emergency services.	Fire
Transition to proactive code enforcement.	Police/Community Development



Focus Area: Growth and Development

GOAL STATEMENT: Pursue and support targeted community and economic development.

[PHOTO HERE]

ACTION ITEMS	LEAD DEPARTMENT
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

## Focus Area: Tumwater Excellence

GOAL STATEMENT: Refine and sustain a great organization.

[PHOTO HERE]

<b>ACTION ITEMS</b>	<b>LEAD</b>
<b>Attract, retain, and promote a talented and diverse workforce.</b>	Administrative Services Department
<b>Be good stewards of public funds by following sustainable financial strategies.</b>	Finance
<b>Support an environment of continuous learning and improvement for staff and Council.</b>	Administrative Services Department
<b>Attract, retain, and support volunteer board members and commissioners.</b>	Executive
<b>Create a dynamic organizational culture of diversity, equity, inclusion, and belonging.</b>	Administrative Services Department

## Appendices

### Prioritization Criteria

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

##### Overall Criteria:

1. How does this advance the City's vision, mission, values, and 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. Why 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. How is this needed to address a threat to public health, safety, and welfare?
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

## **Focus Area: Vibrant, Livable, and Inclusive Community**

**Goal Statement:** *Build a community recognized for quality, compassion, and humanity.*

**Action Item: Continue implementation of Tumwater Metropolitan Parks District (TMPD) initiatives.**

- Complete the Community Center design and permitting (Parks and Recreation)
- Expand the Tumwater Arts program to define and form an Arts Commission (Parks and Recreation)
- Expand the Community Garden program at Isabella Bush Park (Parks and Recreation)
- Identify and prioritize deferred parks maintenance projects (Parks and Recreation)
- Complete Trail's End Park design and permitting (Parks and Recreation/Transportation and Engineering)

**Action Item: Increase affordable housing in Tumwater, including permanent and supportive housing.**

- Complete the low-income housing and homelessness programs evaluation (Community Development)
- Complete review/update of Multi-Family Tax Exemption (MFTE) program (Community Development)

**Action Item: Develop partnerships and strategies to improve municipal service delivery to people in need.**

- Review and update water shut-off policies (Water Resources and Sustainability)
- Continue review of available utility lifeline program expansion opportunities (Finance)
- Identify relevant stakeholders who can further sustainable, climate-adapted, and equitable food distribution in Tumwater (Community Development)
- Explore opportunities for the community to provide and engage in local and sustainable food production and consumption (Community Development)
- Identify process improvements to reduce applicant barriers in the Tumwater Community Human Services grant program (Executive)
- Manage 2026 Community Development Block Grant Tumwater allocation process (Community Development)

**Action Item: Promote equity and inclusion within the Tumwater community.**

- Work with the new Equity Commission to develop an initial work plan, including a strong community engagement process (Executive) *new*
- Communicate with Tribal governments to strengthen partnerships, share information, and promote opportunities (Executive)

## Focus Area: Environmental Stewardship

**Goal Statement:** *Be a leader in environmental health and sustainability.*

### **Action Item: Conserve and protect Tumwater's water resources.**

- Develop policies for the Septic to Sewer program to guide the extension of sewer mains and private properties to sewer (Water Resources and Sustainability) *new*
- Create and update the Wellhead protection program report (Water Resources and Sustainability) *new*
- Update the Water Conservation Plan to include support of water reuse opportunities (Water Resources and Sustainability) *new*

### **Action Item: Implement and promote environmentally sustainable practices in the community.**

- Lead the regional partnership for watershed improvement under the Floodplains by Design program as the fiscal manager (Water Resources and Sustainability)
- Develop and promote a calendar of community outreach events on environmental sustainability topics (Water Resources and Sustainability)
- Promote a higher level of environmental and community protection through the integration of ecosystem services and environmental justice for City actions, where feasible (Water Resources and Sustainability) *new*

### **Action Item: Implement the Urban Forestry Management plan.**

- Develop amendments to the Tree and Vegetation Protection Ordinance for Council review (Community Development)
- Develop and implement an invasive pest management response program (Water Resources and Sustainability) *new*
- Update tree inventory to include additional areas such as Right of Ways (Water Resources and Sustainability)
- Complete maintenance work plan for historic Meeker Davis Garry Oak Tree (Water Resources and Sustainability)

**Action Item: Implement the Climate Element of the Comprehensive Plan, inclusive of the Thurston Climate Mitigation plan.**

- Use results from investment grade audit to pursue grant funding to support City Facility Decarbonization (Water Resources and Sustainability) *new*
- Complete City Facility and Infrastructure Climate Change Vulnerability Assessment (Water Resources and Sustainability)
- Work with Civic Spark Program (FTE for 9 months) to develop standard operating procedures to ensure vulnerable populations are contacted pre and post emergency (Water Resources and Sustainability) *new*

## **Focus Area: Health and Safety**

*Goal Statement: Provide and sustain quality public safety services.*

**Action Item: Develop initiatives to address growing emergency service demands.**

- Continue implementation of Body Worn Camera program (Police)
- Research automatic license plate reader camera systems, present options to Council for directions (Police)
- Continue implementation of the Law Enforcement Records Management System (Police)
- Develop a “Standard of Cover” document for resource deployment to include future fire station location analysis (Fire) *new*

**Action Item: Build existing law enforcement staff capacity to meet current core service delivery demands.**

- Per the TPD Strategic Growth Plan, add seven officers to meet growing demand for new and enhanced services (Police)

**Action Item: Explore and implement partnerships to improve efficiency of emergency service delivery.**

- Implement crisis response program in partnership with Olympic Health and Recovery Services (Fire)
- Explore expanded fire training partnership with Olympia Fire Department and other regional partners (Fire)
- Evaluate TPD participation in a regionalized SWAT program and develop recommendation (Police)
- Expand the FD Cares program (Fire)

**Action Item: Evaluate and promote City programs to reduce risk to life and property.**

- Conduct Community Risk Assessment to identify and prioritize local risks and make recommendations to reduce occurrence and impact (Fire) *new*
- Improve social media presence to inform community (Police)
- Continue School Resource Officer program (Police)
- Complete HB 1400 training standards in 2026 (required by 2028) (Police)

**Action Item: Review options for regionalization of fire/emergency services.**

- Review and update the 2019 Fire Regionalization Study (Fire)

**Action Item: Transition to proactive code enforcement.**

- Prioritize legacy enforcement sites (Police and Community Development) *new*
- Develop work plans and cost estimates for each legacy enforcement site (Police and Community Development) *new*

## **Focus Area: Community Mobility**

**Goal Statement:** *Create and maintain a transportation system safe for all modes of travel.*

**Action Item: Provide a safe, efficient, and cost-effective transportation system.**

- Adopt transportation impact fee program (Transportation Engineering)
- Complete design of Mottman Road improvements (Transportation Engineering)
- Begin construction on Tyee Drive Extension, Tumwater Boulevard to Prine Drive (Transportation Engineering)

**Action Item: Continue improving the maintenance of the transportation system.**

- Complete planning and begin design of 2027 Pavement Maintenance Project (Transportation Engineering)
- Complete planning and design of 2027 Multimodal Improvements project (Transportation Engineering)

**Action Item: Implement Capitol Boulevard Corridor Plan.**

- Continue acquisition planning for former WSDOT Headquarters site (Executive)
- Continue Right of Way progress on X Street before potential loss of funding (Transportation Engineering)



**Action Item: Improve maintenance and interconnectivity of a bicycle and pedestrian system.**

- Continue evaluation of new funding sources for the sidewalk program (Transportation Engineering)
- Continue implementation of the ADA Transition Plan (Transportation Engineering)
- Complete construction of 2nd Ave Pedestrian and Bicycle Improvements (Transportation Engineering)
- Complete Right of Way for X Street Roundabout (Transportation Engineering)

**Item: Implement Brewery District Plan.**

- Pursue funding source for design and Right of Way acquisition to support E Street Connection (Executive)

**Action Items: Develop a citywide trail system.**

- Complete design of the full Deschutes Valley Trail (Transportation Engineering)
- Complete bid and secure contractor to construct portion C of the Deschutes Valley Trail (Transportation Engineering)

**Action Items: Explore opportunities to extend multimodal transportation facilities to areas of the city outside the urban core.**

- Explore opportunity for revised road striping outside the urban core to accommodate multimodal use (Transportation Engineering) *new*

## **Focus Area: Growth and Development**

***Goal Statement:** Pursue and support targeted growth and economic development.*

**Action Item: Complete and implement the Habitat Conservation Plan (HCP).**

- Begin the NEPA/SEPA review process for the draft HCP (Community Development) *new*
- Complete implementation planning on the processes that need to be in place when the HCP is adopted (Community Development)
- Identify and prioritize conservation lands for acquisition/easement (Community Development)

**Action Item: Leverage brownfield revitalization opportunities**

- Identify and pursue funding to begin implementation of the next phase of the Planned Action Environmental Impact Statement process for the brewery area redevelopment (Executive)
- Conduct Phase II environmental site assessments of acquired Deschutes Valley Properties with funding from the Environmental Protection Agency Community Wide Assessment Grant (Executive)
- Publish Opportunity Sites Inventory online to share information about redevelopment opportunities (Executive) *new*

**Action Item: Update and implement the city's Economic Development Plan.**

- Provide quarterly reports to Council on Economic Development conditions in Tumwater (Executive) *new*

**Action Item: Attract, retain, and grow Tumwater businesses.**

- Increase engagement in advisory committees, workgroups, speaking opportunities, and business roundtables to strengthen partnerships and initiative planning with local business groups such as the Thurston Chamber of Commerce, the Tumwater Chamber of Commerce and the Thurston Economic Development Council (Executive) *new*
- Publish improved online outreach and resources for business site selectors (Executive) *new*
- Conduct quantitative and qualitative analysis on economic conditions and business sentiment to identify policy barriers and opportunities for business growth and retention (Executive) *new*
- Implement new ERP permitting module to improve permitting processes for development and construction (Community Development)

**Action Item: Promote tourism in Tumwater.**

- Participate in the development and distribution of Visitor and Convention Bureau materials (Executive) *new*
- Develop strategies to promote Tumwater's historic properties with the Olympia Tumwater Foundation (Executive) *new*
- Reduce barriers for applicants to the lodging tax grant program by improving application language and hosting a workshop for applicants (Executive) *new*

## **Focus Area: Tumwater Excellence**

**Goal Statement:** *Refine and sustain a great organization.*

**Action Item: Attract, retain, and promote a talented and diverse workforce.**

- Explore strategies to improve participation in the Employee Wellness Program (Administrative Services)
- Conduct annual compensation and classification audits to identify and address pay disparities and ensure internal equity across demographic groups (Administrative Services) *new*
- Design a welcoming onboarding program that integrates new hires into the organizational culture (Administrative Services) *new*
- Redesign recruitment materials and outreach strategies as an “Employer of Choice” to attract diverse talent to include partnering with community organizations, military transition programs, minority-serving institutions, and professional associations (Administrative Services)
- Continue to implement structured interview protocols and diverse hiring panels to reduce bias, ensure consistency, and align candidate evaluation with core competencies (Administrative Services)

**Action Item: Be good stewards of public funds by following sustainable financial strategies.**

- Plan, present, and publish the biennial budget for 2027-2028 (Finance) *new*
- Present regular financial reports to Budget and Finance Committee (Finance)

**Action Item: Support an environment of continuous learning and improvement, including council.**

- Develop and implement the Niche Academy framework that aligns with organizational goals, workforce competencies, and employee growth pathways, including both mandatory training and aspirational learning (Administrative Services)
- Develop a structured leadership development program for supervisors and emerging leaders focused on emotional intelligence, equity-centered management, and effective coaching practices (Administrative Services) *new*
- Develop competency-based training and development plan frameworks that support continuous learning, leadership readiness, and equitable access to advancement opportunities (Administrative Services) *new*
- Provide training opportunities for elected officials, including onboarding (Executive)

**Action Item: Attract, retain, and support volunteer board members and commissioners.**

- Study stipends for boards and commissions (Executive)

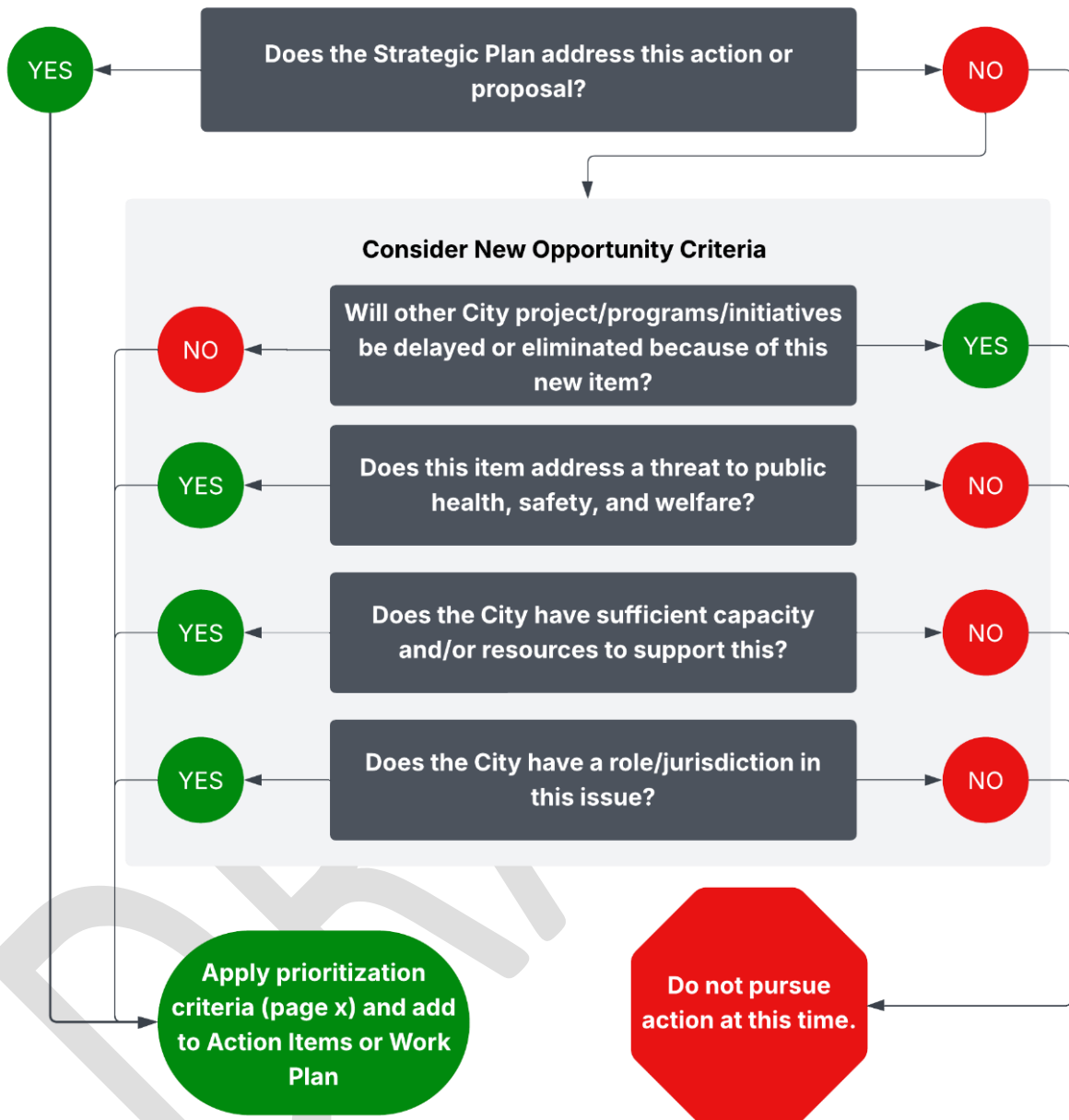
- Update policies, procedures, and charters for all boards and commissions (Executive)
- Schedule regular meetings between Council and Advisory Boards and Commissions to improve communication (Executive) **new**
- Complete onboarding and training program for new appointed Advisory Board and Commission members (Executive) **new**

**Action Item: Create a dynamic culture of diversity, equity, inclusion, and belonging.**

- Review plans, policies, and documents for potentially racist and biased language (Executive)
- Deliver annual training for all managers and supervisors on equitable decision-making, cultural competence, and psychological safety (Administrative Services)
- Conduct a diversity, equity, inclusion, and belonging lens review of personnel and operating policies to identify and remove systemic barriers (Administrative Services)
- Expand outreach to underrepresented groups through community partnerships, inclusive job postings, and implicit bias training for hiring managers (Administrative Services)

## Appendix: New Opportunities Process

Strategic Plan actions will be identified and selected through an annual prioritization process described in the Annual Schedule. Where new opportunities for actions present themselves outside the annual process, their alignment with the Strategic Plan will be considered and evaluated. This evaluation will include the strength of an item's connection to the Strategic Plan's Focus Areas, whether it should be considered as a timely opportunity, and what impact including that action may have on existing priorities. This evaluative process is outlined below.



TO: City Council  
 FROM: Lisa Parks, City Administrator  
 DATE: October 28, 2025  
 SUBJECT: Pooling Opioid Settlement Funds with Thurston County, Lacey and Olympia - Discussion

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1) Recommended Action:

This is a review and discussion item, only.

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2) Background:

The abuse of prescription opioids is a growing problem, not just in Tumwater, but in the State of Washington and nationwide. Individuals have been harmed by entities within the Pharmaceutical Supply Chain who manufacture, distribute, and dispense prescription opioids and the toll opioid abuse and overuse causes on our resources is significant. Jurisdictions throughout the country sued multiple entities such as manufacturers and distributors in the opioid supply chain. As a result, multiple state and national settlements have been reached.

In Washington, local jurisdictions that were not parties to the litigation were given the opportunity to join the settlements by signing the One Washington Memorandum of Understanding. Tumwater joined the One Washington MOU, and is projected to receive approximately \$931,000 in settlement funds, some of which are paid in full, while others are paid in installments. As future settlements are reached, it is possible additional funds may be allocated to Tumwater, but those are as yet unknown.

The One WA Agreement requires the participating jurisdictions establish regional Opioid Abatement Councils (OAC). Tumwater is part of the Cascade Pacific Action Alliance Region which has a regional Interlocal Agreement (ILA). This regional ILA also delegates local authority to independent subcommittees, by County, that are established through another ILA which was implemented by Thurston County and the Cities of Lacey, Olympia, and Tumwater in the summer of 2023. The One Washington required purpose of the County committees is to ensure each jurisdiction is utilizing their funds in a manner consistent with the opioid settlement agreements and the One Washington Plan. The Thurston County independent subcommittee – the Opioid Abatement Council – has met 4 times so far in 2025, beginning in March. Council Member Dahlhoff is Tumwater's appointed representative to the OAC.

In the Thurston County region, at both the OAC and staff/management levels, there has been an expressed and agreed intention to utilize these one-time settlement funds in a way that will have the greatest positive impact on opioid abuse challenges in Thurston County. To that end, the original Thruston County OAC ILA is going through a review and update process that would more clearly outline and authorize a process whereby the jurisdictions can pool their settlement funds, if they choose, and to use the OAC to review projects and make recommendations to the County Commissioners regarding funding allocations. Those ILA revisions are currently being reviewed by legal counsel from each of the four jurisdictions, and it will then be forwarded to each legislative body for review, consideration and action, hopefully by the end this calendar year.

Concurrent with the ILA revision process, the OAC has requested County staff to draft a Request for Proposals (RFP) for projects consistent with the One Washington eligible activities list, so that once the ILA amendments authorizing pooling of settlement funds are completed, the RFP can be advertised and distributed for project sponsors to respond. The Board of County Commissioners has indicated a commitment to use \$500,000 of the County's settlement funds in each of the next two calendar years (2026 and 2027) towards this pooled funding RFP process.

The topic of discussion at tonight's work session is for the City Council to discuss whether Tumwater would like to pool our settlement funds as a part of the current proposed RFP process, and if so, how much of the City's funds. The OAC members are having a similar conversation with their respective legislative bodies, with the intent of coming to the next OAC meeting (scheduled for November 5<sup>th</sup>) with at least verbal answers to these two questions.

Currently, based on the completed settlement agreements, Tumwater is projected to receive a total of approximately \$931,000, of which approximately \$365,805 has already been received. Four of the settlement agreements have been paid in full, while five of them have annual payment schedules that include payments out as far as 2038. Two of the settlement agreements still have a dollar allocation for Tumwater that is outstanding (we don't yet know what that amount will be). The total amount of funds projected to be available from Tumwater's settlement agreements during 2026 is approximately \$415,784 (existing balance of \$365,805 + \$49,979 from 2026 annual payments), with another \$46,049 available in 2027.

In summary there is projected to be approximately \$461,833 settlement funds received by the City by the end of 2027. If Council were to decide to pool settlement funds with the other jurisdictions for 2026 and 2027, the projected annual available funds from Tumwater for each year would be \$231,000.

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3) Policy Support:

Build a community recognized for quality, compassion and humanity.

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4) Alternatives:

- ☐ Agree to pool Opioid Settlement Funds with the other jurisdictions, in a specified amount.
  - ☐ Choose not to pool Opioid Settlement Funds with the other jurisdictions and direct City staff to create a process to use the funds consistent with the One Washington Agreement.
- 

5) Fiscal Notes:

N/A

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6) Attachments:

A: Opioid Abatement Strategies – One Washington MOU

## OPIOID ABATEMENT STRATEGIES

### PART ONE: TREATMENT

#### **A. TREAT OPIOID USE DISORDER (OUD)**

Support treatment of Opioid Use Disorder (OUD) and any co-occurring Substance Use Disorder or Mental Health (SUD/MH) conditions, co-usage, and/or co-addiction through evidence-based, evidence-informed, or promising programs or strategies that may include, but are not limited to, the following:

1. Expand availability of treatment for OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, including all forms of Medication-Assisted Treatment (MAT) approved by the U.S. Food and Drug Administration.
2. Support and reimburse services that include the full American Society of Addiction Medicine (ASAM) continuum of care for OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, including but not limited to:
  - a. Medication-Assisted Treatment (MAT);
  - b. Abstinence-based treatment;
  - c. Treatment, recovery, or other services provided by states, subdivisions, community health centers; non-for-profit providers; or for-profit providers;
  - d. Treatment by providers that focus on OUD treatment as well as treatment by providers that offer OUD treatment along with treatment for other SUD/MH conditions, co-usage, and/or co-addiction; or
  - e. Evidence-informed residential services programs, as noted below.
3. Expand telehealth to increase access to treatment for OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, including MAT, as well as counseling, psychiatric support, and other treatment and recovery support services.
4. Improve oversight of Opioid Treatment Programs (OTPs) to assure evidence-based, evidence-informed, or promising practices such as adequate methadone dosing.
5. Support mobile intervention, treatment, and recovery services, offered by qualified professionals and service providers, such as peer recovery coaches, for persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction and for persons who have experienced an opioid overdose.
6. Support treatment of mental health trauma resulting from the traumatic experiences of the opioid user (e.g., violence, sexual assault, human trafficking, or adverse childhood experiences) and family members (e.g., surviving family members after an overdose



or overdose fatality), and training of health care personnel to identify and address such trauma.

7. Support detoxification (detox) and withdrawal management services for persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, including medical detox, referral to treatment, or connections to other services or supports.
8. Support training on MAT for health care providers, students, or other supporting professionals, such as peer recovery coaches or recovery outreach specialists, including telementoring to assist community-based providers in rural or underserved areas.
9. Support workforce development for addiction professionals who work with persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.
10. Provide fellowships for addiction medicine specialists for direct patient care, instructors, and clinical research for treatments.
11. Provide funding and training for clinicians to obtain a waiver under the federal Drug Addiction Treatment Act of 2000 (DATA 2000) to prescribe MAT for OUD, and provide technical assistance and professional support to clinicians who have obtained a DATA 2000 waiver.
12. Support the dissemination of web-based training curricula, such as the American Academy of Addiction Psychiatry's Provider Clinical Support Service-Opioids web-based training curriculum and motivational interviewing.
13. Support the development and dissemination of new curricula, such as the American Academy of Addiction Psychiatry's Provider Clinical Support Service for Medication-Assisted Treatment.

## **B. SUPPORT PEOPLE IN TREATMENT AND RECOVERY**

Support people in treatment for and recovery from OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction through evidence-based, evidence-informed, or promising programs or strategies that may include, but are not limited to, the following:

1. Provide the full continuum of care of recovery services for OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, including supportive housing, residential treatment, medical detox services, peer support services and counseling, community navigators, case management, and connections to community-based services.
2. Provide counseling, peer-support, recovery case management and residential treatment with access to medications for those who need it to persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.

3. Provide access to housing for people with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, including supportive housing, recovery housing, housing assistance programs, or training for housing providers.
4. Provide community support services, including social and legal services, to assist in deinstitutionalizing persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.
5. Support or expand peer-recovery centers, which may include support groups, social events, computer access, or other services for persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.
6. Provide employment training or educational services for persons in treatment for or recovery from OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.
7. Identify successful recovery programs such as physician, pilot, and college recovery programs, and provide support and technical assistance to increase the number and capacity of high-quality programs to help those in recovery.
8. Engage non-profits, faith-based communities, and community coalitions to support people in treatment and recovery and to support family members in their efforts to manage the opioid user in the family.
9. Provide training and development of procedures for government staff to appropriately interact and provide social and other services to current and recovering opioid users, including reducing stigma.
10. Support stigma reduction efforts regarding treatment and support for persons with OUD, including reducing the stigma on effective treatment.

**C. CONNECT PEOPLE WHO NEED HELP TO THE HELP THEY NEED  
(CONNECTIONS TO CARE)**

Provide connections to care for people who have – or are at risk of developing – OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction through evidence-based, evidence-informed, or promising programs or strategies that may include, but are not limited to, the following:

1. Ensure that health care providers are screening for OUD and other risk factors and know how to appropriately counsel and treat (or refer if necessary) a patient for OUD treatment.
2. Support Screening, Brief Intervention and Referral to Treatment (SBIRT) programs to reduce the transition from use to disorders.
3. Provide training and long-term implementation of SBIRT in key systems (health, schools, colleges, criminal justice, and probation), with a focus on youth and young adults when transition from misuse to opioid disorder is common.

4. Purchase automated versions of SBIRT and support ongoing costs of the technology.
5. Support training for emergency room personnel treating opioid overdose patients on post-discharge planning, including community referrals for MAT, recovery case management or support services.
6. Support hospital programs that transition persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, or persons who have experienced an opioid overdose, into community treatment or recovery services through a bridge clinic or similar approach.
7. Support crisis stabilization centers that serve as an alternative to hospital emergency departments for persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction or persons that have experienced an opioid overdose.
8. Support the work of Emergency Medical Systems, including peer support specialists, to connect individuals to treatment or other appropriate services following an opioid overdose or other opioid-related adverse event.
9. Provide funding for peer support specialists or recovery coaches in emergency departments, detox facilities, recovery centers, recovery housing, or similar settings; offer services, supports, or connections to care to persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction or to persons who have experienced an opioid overdose.
10. Provide funding for peer navigators, recovery coaches, care coordinators, or care managers that offer assistance to persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction or to persons who have experienced on opioid overdose.
11. Create or support school-based contacts that parents can engage with to seek immediate treatment services for their child; and support prevention, intervention, treatment, and recovery programs focused on young people.
12. Develop and support best practices on addressing OUD in the workplace.
13. Support assistance programs for health care providers with OUD.
14. Engage non-profits and the faith community as a system to support outreach for treatment.
15. Support centralized call centers that provide information and connections to appropriate services and supports for persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.
16. Create or support intake and call centers to facilitate education and access to treatment, prevention, and recovery services for persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.

17. Develop or support a National Treatment Availability Clearinghouse – a multistate/nationally accessible database whereby health care providers can list locations for currently available in-patient and out-patient OUD treatment services that are accessible on a real-time basis by persons who seek treatment.

**D. ADDRESS THE NEEDS OF CRIMINAL-JUSTICE-INVOLVED PERSONS**

Address the needs of persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction who are involved – or are at risk of becoming involved – in the criminal justice system through evidence-based, evidence-informed, or promising programs or strategies that may include, but are not limited to, the following:

1. Support pre-arrest or post-arrest diversion and deflection strategies for persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, including established strategies such as:
  - a. Self-referral strategies such as the Angel Programs or the Police Assisted Addiction Recovery Initiative (PAARI);
  - b. Active outreach strategies such as the Drug Abuse Response Team (DART) model;
  - c. “Naloxone Plus” strategies, which work to ensure that individuals who have received naloxone to reverse the effects of an overdose are then linked to treatment programs or other appropriate services;
  - d. Officer prevention strategies, such as the Law Enforcement Assisted Diversion (LEAD) model;
  - e. Officer intervention strategies such as the Leon County, Florida Adult Civil Citation Network or the Chicago Westside Narcotics Diversion to Treatment Initiative;
  - f. Co-responder and/or alternative responder models to address OUD-related 911 calls with greater SUD expertise and to reduce perceived barriers associated with law enforcement 911 responses; or
  - g. County prosecution diversion programs, including diversion officer salary, only for counties with a population of 50,000 or less. Any diversion services in matters involving opioids must include drug testing, monitoring, or treatment.
2. Support pre-trial services that connect individuals with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction to evidence-informed treatment, including MAT, and related services.
3. Support treatment and recovery courts for persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, but only if these courts provide referrals to evidence-informed treatment, including MAT.

4. Provide evidence-informed treatment, including MAT, recovery support, or other appropriate services to individuals with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction who are incarcerated in jail or prison.
5. Provide evidence-informed treatment, including MAT, recovery support, or other appropriate services to individuals with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction who are leaving jail or prison have recently left jail or prison, are on probation or parole, are under community corrections supervision, or are in re-entry programs or facilities.
6. Support critical time interventions (CTI), particularly for individuals living with dual-diagnosis OUD/serious mental illness, and services for individuals who face immediate risks and service needs and risks upon release from correctional settings.
7. Provide training on best practices for addressing the needs of criminal-justice-involved persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction to law enforcement, correctional, or judicial personnel or to providers of treatment, recovery, case management, or other services offered in connection with any of the strategies described in this section.

**E. ADDRESS THE NEEDS OF PREGNANT OR PARENTING WOMEN AND THEIR FAMILIES, INCLUDING BABIES WITH NEONATAL ABSTINENCE SYNDROME**

Address the needs of pregnant or parenting women with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, and the needs of their families, including babies with neonatal abstinence syndrome, through evidence-based, evidence-informed, or promising programs or strategies that may include, but are not limited to, the following:

1. Support evidence-based, evidence-informed, or promising treatment, including MAT, recovery services and supports, and prevention services for pregnant women – or women who could become pregnant – who have OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, and other measures to educate and provide support to families affected by Neonatal Abstinence Syndrome.
2. Provide training for obstetricians or other healthcare personnel that work with pregnant women and their families regarding treatment of OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.
3. Provide training to health care providers who work with pregnant or parenting women on best practices for compliance with federal requirements that children born with Neonatal Abstinence Syndrome get referred to appropriate services and receive a plan of safe care.
4. Provide enhanced support for children and family members suffering trauma as a result of addiction in the family; and offer trauma-informed behavioral health treatment for adverse childhood events.

5. Offer enhanced family supports and home-based wrap-around services to persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, including but not limited to parent skills training.
6. Support for Children's Services – Fund additional positions and services, including supportive housing and other residential services, relating to children being removed from the home and/or placed in foster care due to custodial opioid use.

## PART TWO: PREVENTION

### **F. PREVENT OVER-PRESCRIBING AND ENSURE APPROPRIATE PRESCRIBING AND DISPENSING OF OPIOIDS**

Support efforts to prevent over-prescribing and ensure appropriate prescribing and dispensing of opioids through evidence-based, evidence-informed, or promising programs or strategies that may include, but are not limited to, the following:

1. Training for health care providers regarding safe and responsible opioid prescribing, dosing, and tapering patients off opioids.
2. Academic counter-detailing to educate prescribers on appropriate opioid prescribing.
3. Continuing Medical Education (CME) on appropriate prescribing of opioids.
4. Support for non-opioid pain treatment alternatives, including training providers to offer or refer to multi-modal, evidence-informed treatment of pain.
5. Support enhancements or improvements to Prescription Drug Monitoring Programs (PDMPs), including but not limited to improvements that:
  - a. Increase the number of prescribers using PDMPs;
  - b. Improve point-of-care decision-making by increasing the quantity, quality, or format of data available to prescribers using PDMPs or by improving the interface that prescribers use to access PDMP data, or both; or
  - c. Enable states to use PDMP data in support of surveillance or intervention strategies, including MAT referrals and follow-up for individuals identified within PDMP data as likely to experience OUD.
6. Development and implementation of a national PDMP – Fund development of a multistate/national PDMP that permits information sharing while providing appropriate safeguards on sharing of private health information, including but not limited to:
  - a. Integration of PDMP data with electronic health records, overdose episodes, and decision support tools for health care providers relating to OUD.

- b. Ensuring PDMPs incorporate available overdose/naloxone deployment data, including the United States Department of Transportation's Emergency Medical Technician overdose database.
- 7. Increase electronic prescribing to prevent diversion or forgery.
- 8. Educate Dispensers on appropriate opioid dispensing.

#### **G. PREVENT MISUSE OF OPIOIDS**

Support efforts to discourage or prevent misuse of opioids through evidence-based, evidence-informed, or promising programs or strategies that may include, but are not limited to, the following:

- 1. Corrective advertising or affirmative public education campaigns based on evidence.
- 2. Public education relating to drug disposal.
- 3. Drug take-back disposal or destruction programs.
- 4. Fund community anti-drug coalitions that engage in drug prevention efforts.
- 5. Support community coalitions in implementing evidence-informed prevention, such as reduced social access and physical access, stigma reduction – including staffing, educational campaigns, support for people in treatment or recovery, or training of coalitions in evidence-informed implementation, including the Strategic Prevention Framework developed by the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA).
- 6. Engage non-profits and faith-based communities as systems to support prevention.
- 7. Support evidence-informed school and community education programs and campaigns for students, families, school employees, school athletic programs, parent-teacher and student associations, and others.
- 8. School-based or youth-focused programs or strategies that have demonstrated effectiveness in preventing drug misuse and seem likely to be effective in preventing the uptake and use of opioids.
- 9. Support community-based education or intervention services for families, youth, and adolescents at risk for OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.
- 10. Support evidence-informed programs or curricula to address mental health needs of young people who may be at risk of misusing opioids or other drugs, including emotional modulation and resilience skills.
- 11. Support greater access to mental health services and supports for young people, including services and supports provided by school nurses or other school staff, to

address mental health needs in young people that (when not properly addressed) increase the risk of opioid or other drug misuse.

## **H. PREVENT OVERDOSE DEATHS AND OTHER HARMS**

Support efforts to prevent or reduce overdose deaths or other opioid-related harms through evidence-based, evidence-informed, or promising programs or strategies that may include, but are not limited to, the following:

1. Increase availability and distribution of naloxone and other drugs that treat overdoses for first responders, overdose patients, opioid users, families and friends of opioid users, schools, community navigators and outreach workers, drug offenders upon release from jail/prison, or other members of the general public.
2. Provision by public health entities of free naloxone to anyone in the community, including but not limited to provision of intra-nasal naloxone in settings where other options are not available or allowed.
3. Training and education regarding naloxone and other drugs that treat overdoses for first responders, overdose patients, patients taking opioids, families, schools, and other members of the general public.
4. Enable school nurses and other school staff to respond to opioid overdoses, and provide them with naloxone, training, and support.
5. Expand, improve, or develop data tracking software and applications for overdoses/naloxone revivals.
6. Public education relating to emergency responses to overdoses.
7. Public education relating to immunity and Good Samaritan laws.
8. Educate first responders regarding the existence and operation of immunity and Good Samaritan laws.
9. Expand access to testing and treatment for infectious diseases such as HIV and Hepatitis C resulting from intravenous opioid use.
10. Support mobile units that offer or provide referrals to treatment, recovery supports, health care, or other appropriate services to persons that use opioids or persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.
11. Provide training in treatment and recovery strategies to health care providers, students, peer recovery coaches, recovery outreach specialists, or other professionals that provide care to persons who use opioids or persons with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction.
12. Support screening for fentanyl in routine clinical toxicology testing.



## PART THREE: OTHER STRATEGIES

### **I. FIRST RESPONDERS**

In addition to items C8, D1 through D7, H1, H3, and H8, support the following:

1. Current and future law enforcement expenditures relating to the opioid epidemic.
2. Educate law enforcement or other first responders regarding appropriate practices and precautions when dealing with fentanyl or other drugs.

### **J. LEADERSHIP, PLANNING AND COORDINATION**

Support efforts to provide leadership, planning, and coordination to abate the opioid epidemic through activities, programs, or strategies that may include, but are not limited to, the following:

1. Community regional planning to identify goals for reducing harms related to the opioid epidemic, to identify areas and populations with the greatest needs for treatment intervention services, or to support other strategies to abate the opioid epidemic described in this opioid abatement strategy list.
2. A government dashboard to track key opioid-related indicators and supports as identified through collaborative community processes.
3. Invest in infrastructure or staffing at government or not-for-profit agencies to support collaborative, cross-system coordination with the purpose of preventing overprescribing, opioid misuse, or opioid overdoses, treating those with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, supporting them in treatment or recovery, connecting them to care, or implementing other strategies to abate the opioid epidemic described in this opioid abatement strategy list.
4. Provide resources to staff government oversight and management of opioid abatement programs.

### **K. TRAINING**

In addition to the training referred to in various items above, support training to abate the opioid epidemic through activities, programs, or strategies that may include, but are not limited to, the following:

1. Provide funding for staff training or networking programs and services to improve the capability of government, community, and not-for-profit entities to abate the opioid crisis.
2. Invest in infrastructure and staffing for collaborative cross-system coordination to prevent opioid misuse, prevent overdoses, and treat those with OUD and any co-occurring SUD/MH conditions, co-usage, and/or co-addiction, or implement other

strategies to abate the opioid epidemic described in this opioid abatement strategy list (e.g., health care, primary care, pharmacies, PDMPs, etc.).

**L. RESEARCH**

Support opioid abatement research that may include, but is not limited to, the following:

1. Monitoring, surveillance, and evaluation of programs and strategies described in this opioid abatement strategy list.
2. Research non-opioid treatment of chronic pain.
3. Research on improved service delivery for modalities such as SBIRT that demonstrate promising but mixed results in populations vulnerable to opioid use disorders.
4. Research on innovative supply-side enforcement efforts such as improved detection of mail-based delivery of synthetic opioids.
5. Expanded research on swift/certain/fair models to reduce and deter opioid misuse within criminal justice populations that build upon promising approaches used to address other substances (e.g. Hawaii HOPE and Dakota 24/7).
6. Research on expanded modalities such as prescription methadone that can expand access to MAT.