



CITY MANAGER PERFORMANCE REVIEW

PERFORMANCE YEAR: JUNE 2020 - MAY 2021

REVIEW CONDUCTED ON MAY 7, 2021

OVERVIEW

The City Council evaluates the City Manager's performance on a yearly basis. To help guide the City Manager's work during the performance year, the Council provides feedback on performance to date, along with direction for future performance.

Mayor Woodards and Council

Table of Contents

Our Mission	2
Our Vision	2
The Principles That Guide Us.....	2
Integrity	2
Service	2
Excellence.....	2
Equity.....	2
Tacoma 2025 Goals.....	3
Performance Management Process.....	4
Ratings Definitions	5
Section 1: Assisting Council with Policy Making Role	6
Section 2: Organization Performance and Internal Administration	7
Section 3: External Relations	8
Section 4: Leadership Competencies	10
Section 5. Council Priorities: Strategies and Status.....	12
Section 6: Overall Comments and Rating	18

Our Mission

The City of Tacoma provides high-quality, innovative, and cost-effective municipal services that enhance the lives of its citizens and the quality of Tacoma's neighborhoods and business districts.

Our Vision

Tacoma is a livable and progressive international city, regarded for the richness of its diverse population and its natural setting.

The Principles That Guide Us

- Integrity** We conduct our personal, work group, and organizational actions in an ethical and honest manner, and we serve as responsible stewards of the public resources entrusted to us.
- Service** We treat everyone with courtesy and empathy. We provide customer-focused municipal services that produce high value and results.
- Excellence** We achieve the highest performance possible. We use collaborative and inclusive approaches to organizational and community issues. We are accountable for individually and collectively meeting high standards.
- Equity** We understand and reflect the community we serve. We ensure every community member has services and opportunities that will enable them to satisfy their essential needs and advance their well-being.

Tacoma 2025 Goals



Education

Tacoma leads the region in education for youth and adults by producing more graduates from high school and college, linking residents to employment in the region, and investing in lifelong learning opportunities.

Council Priority: Access to Services and Facilities



Equity & Accessibility

All residents are treated equitably and have access to services, facilities and financial stability.

Council Priorities: Housing, Safety and Quality of Life, Livable Wage Jobs, Access to Services and Facilities, Health, Belief and Trust in Government



Livability

Tacoma residents have opportunities and amenities such as connected neighborhoods, accessible and efficient transportation options, and vibrant arts and culture while maintaining affordability.

Council Priorities: Access to Services and Facilities, Housing, Safety and Quality of Life, Health



Economy/Workforce

Tacoma Residents can find livable wage jobs in key industry areas. Tacoma will be place of choice for employers, professionals, and new graduates.

Council Priorities: Livable Wage Jobs



Civic Engagement

Tacoma residents are engaged participants in making Tacoma a well-run city. Elected and volunteer leadership of the city reflects the diversity of the city and residents fully participate in community decision making.

Council Priorities: Belief and Trust in Government

Performance Management Process

Performance Year: June through May

February/March

City Council establishes priorities/ forms basis for future expectations

June

Start of performance year/City Council confirms expectations

November

City Council conducts performance check-in

March/April

City Council begins performance review discussions

May

City Council conducts and finalizes performance review

Human Resources staff facilitate the process.

Ratings Definitions

5 – Exceptional Performance: Demonstrates particularly excellent sustained performance of such high quality that it results in meeting organizational goals that would not otherwise have been achieved. Exerts a significant positive influence toward organizational growth. Demonstrates the performance characteristics outlined in the "Exceeds Expectations" and "Effective" categories.

4 – Exceeds Expectations: Demonstrates unusually good performance that exceeds expectations in critical areas. Exhibits sustained support of organizational goals. Improves the quality and/or cost effectiveness of management practices, operating procedures, task assignments and/or program activities. Effectively handles difficult and unpredicted and/or unprecedented problems.

3 – Achieves Expectations: Demonstrates good, sound performance that meets organizational goals. Completes critical activities in an effective manner. Applies technical skills and organizational knowledge to successfully carry out assigned duties. Plans and performs work according to organizational priorities and schedules. Communicates clearly and effectively.

2 – Requires Development: Performance is deficient in one or more key areas and will require additional training or assistance to fully achieve expectations.

1 – Unsatisfactory: Shows a lack of awareness of or regard for policy implications or assignments. Circumvents established procedures, resulting in unnecessary expenditure of time or resources. Reluctance to accept responsibility. Performance failed to meet expectations in essential areas of responsibility and/or critical goals were not met. Work is behind schedule and/or of poor quality.

Section 1: Assisting Council with Policy Making Role

Description/behaviors: Accurate and timely information, alternatives, and recommendations; support of strategic goals; concise written and verbal communications; timely follow-up; future focused, advance planning.

Comments

- Well-dones

The City Manager's ability to lead staff towards innovative policy solutions with Council Members in a timely manner shows strong leadership and team building. The City Manager stayed focused on the Council priorities and aligning policy work and Council efforts in that direction.

The COVID-19 work environment made communication even more valuable, and the City Manager stepped up. The City Manager did an excellent job moving the operations of the city and Council from in-person to the online format. This transition was done in such a way that there has been greater community access to meetings and ability to provide input to the Council.

The City Manager is strategic about connecting Council Members to others when considering an idea or a policy change. Major kudos go to the City Manager for managing the Council through the budget process and being incredibly responsive to interests, ideas, and changes.

The policy staff assigned to Council are knowledgeable, helpful, responsive and a key asset. The Council appreciates the City Manager's attention and responsiveness to this past request.

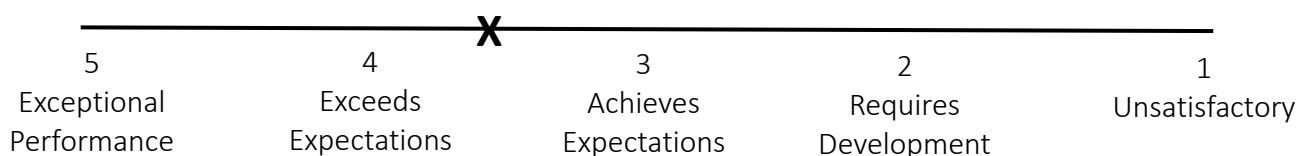
The City Manager provided timely and necessary information and feedback that allowed Council to quickly make decisions. This was especially critical early in the COVID-19 pandemic when the Council shifted the normal meeting and communication structure.

- Opportunities

Small group briefings with Council on major policy initiatives prior to study session presentations are much appreciated. These briefings facilitate conversations among Council Members, and increase awareness of staff on priority issues for Council. They also allow staff to be better prepared to respond to Council and community internally and publicly.

Rating

Rating: 3.67



Section 2: Organization Performance and Internal Administration

Description/behaviors: Issue analysis and long-term solutions; periodic status reports; thorough knowledge of budgeting and financial management; cost control; timely and accurate financial reports; effective, professional relationships with staff; clear expectations for staff performance; employee performance management.

Comments

- Well-dones

Both housing and Transformation efforts have demanded intense work to develop solid strategy and clear follow-through with staff, Council and residents. City Manager Pauli has exceeded expectations on progress in these areas in particular, especially in light of managing the COVID response.

The alignment with TPU, the coordination with directors, and the openness to be transparent with staff all the time is seen and appreciated. The systems transformation work and the incredible amount of work that the City Manager and staff have done to discuss, implement, and change the organization highlights the City Manager's abilities. This is a huge body of work and changing an organization this large takes time and thoughtfulness. The Council is impressed by her approach and the sheer volume of what she is able to get done.

The monthly virtual staff forums are well-received and well-attended. The Council is hopeful a version of these meetings continues post-COVID.

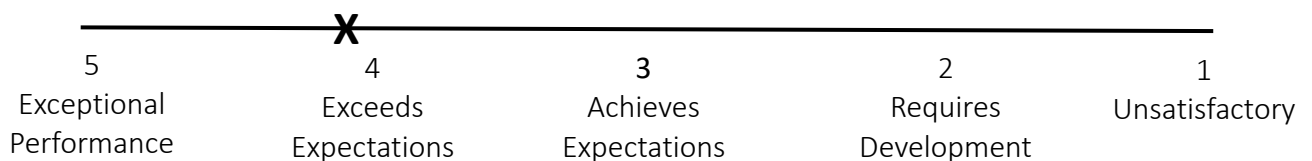
The search for the Police Chief was well-managed. The City Manager provided an excellent explanation and rationale for her choice. Opportunities for the community to participate were extensive and well-attended, especially given the COVID virtual setting.

- Opportunities

The Council recommends keeping up the level of communication.

Rating

Rating: 4.08



Section 3: External Relations

Description/behaviors: High quality, professional, accessible external communications and outreach; diverse and broad base of community stakeholders; dialogue about issues of concern; news/media relations; City representative with other government agencies.

Comments

- Well-dones

The recruitment for the new Police Chief was well-run and transparent. City Manager Pauli did an incredible amount of outreach before, during, and after the hiring process, and managed expectations well. In general, public outreach, input, and transparency are well-done and manage a wide variety of opinions on very tough issues.

Responsiveness to the community with regard to social unrest has been excellent. The City Manager maintained her professionalism and calm demeanor. The diligent work on the Transformation work is outstanding as are her weekly updates to staff and community.

The City Manager was effective in leading the transition from in-person to remote meetings, not only for the Council, but for boards and commissions, and has helped Tacoma serve as an example for many other municipalities.

The City Manager worked well with other jurisdictions to coordinate Council priorities like rental assistance, small-business support, and access to public resources.

The City Manager led an innovative budget outreach process that engaged more members of our community.

- Opportunities

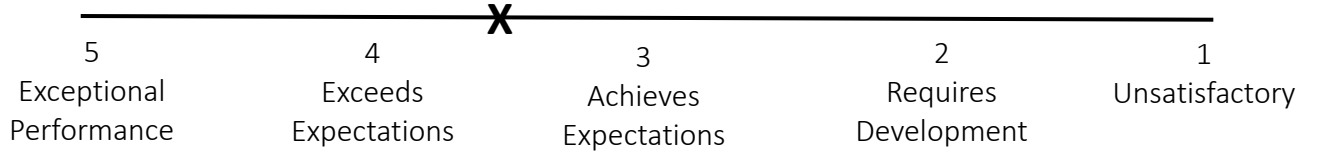
City Manager Pauli's ability to communicate broadly is hampered by the need for more communications staff and a more contemporary and flexible web site; however, her communications lead with transparency, patience, and collaboration.

The Council would like to see increased capacity in the Media and Communications department to address breaking issues. Clarify and strengthen the relationship between this department and Council Members. Increase inclusion of full Council in external messaging – extend beyond Mayor, staff and City Manager.

The City Manager should examine ways to continue to identify opportunities for greater outreach to communities under-represented in city input processes. The process has removed many barriers, but the City Manager should analyze where the gaps are and how to further engage more of our residents.

Rating

Rating: 3.64



Section 4: Leadership Competencies

Ratings Definitions

- Role Model (3)** Serves as an example of the values, attributes and behaviors associated with the competency. May be sought out as a coach by others and may contribute valuable ideas on how the organization can improve on specific behaviors.
- Fully Competent (2)** Consistently demonstrates the values, attributes and behaviors. Requires coaching infrequently and may occasionally coach others.
- Needs Improvement (1)** Requires coaching on a frequent basis to correct behaviors. Would benefit from additional focus on specific behaviors.

Competency	Description	Rating Scale: (3= Role Model; 1= Needs Improvement)
Manages conflict	Handling conflict situations, with a minimum of noise	2.72
Strategic mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies	2.25
Values differences	Recognizing the value that different perspectives and cultures bring to an organization	2.78
Manages complexity	Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems	2.83
Being resilient	Rebounding from setbacks and adversity when facing difficult situations	2.75
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences	2.17
Collaborates	Building partnerships and working collaboratively with others to meet shared objectives	2.61
Action oriented	Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm	2.67
Drives results	Consistently achieving results, even under tough circumstances	2.47
Instills trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity	2.58

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- Well-dones

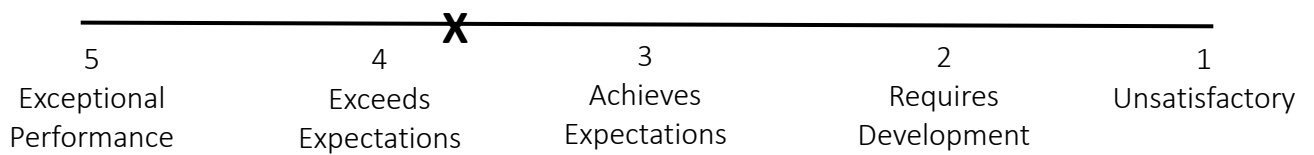
The City Manager’s ability to navigate complex, complicated, and highly-charged issues is incredible. Her resiliency to maintain her level of commitment and workload in an ongoing pandemic is to be congratulated.

- Opportunities

None.

Council Rating (Leadership Competencies)

Rating: 3.83



Section 5. Council Priorities: Strategies and Status

Description/behaviors: Implements and actively monitors Council priorities and progress; engaged; provides sound recommendations.

Council Priority	Action/Initiatives/Outcomes (per the City manager’s self-assessment. Additional documentation with a complete list of actions and outcomes is available.)
Housing	<p><u>Rental assistance</u>: Deployed \$1.2M from the Housing Trust in coordination with NCS to create and facilitate the COVID 19 rental assistance program to low income renters and provide rental assistance to 638 households. Completed over 20 single family rehabilitation projects in one year, representing an increase from the 13 house completed over the span of five years. Included a goal to provide at least 45% of the assistance to households headed by persons of color in recognition of disparate impacts of homelessness and VOCID on households of color. Exceeded that goal by providing 78% of the assistance to households headed by persons of color.</p>
	<p><u>Affordable housing</u>: Completed three City-supported affordable housing developments totaling 181 units for persons and households at or below 60% of the area median income with the majority of the units dedicated to permanent supportive housing for populations such as victims of domestic violence, homeless youth, and veterans. Closed two property dispositions with developers for projects now under construction that will provide an additional 116 units of affordable housing. NCS added 257 shelter beds (TEMS 2 and 3 and Warming Centers).</p>
	<p><u>Internet access</u> at TEMS sites and Transition site: The Information technology department installed equipment and provisioned Wi-Fi services for the Tacoma Emergency Micro-Shelter sites, including a new SSID “Tiny Schools,” providing for oversight by the TEMS Site Manager, ensuring bandwidth requirements during the hours of 6 a.m. to 10 p.m. with all adult content blocked. The system is readily available for school children.</p>
	<p><u>Low income customer programs</u>: The Environmental Services Department (ESD) provides funding for two programs that help low income customers: the Discount Rate Program (LIE) for low income elderly customers, and the Bill Credit Assistance Plan (BCAP) that helps low income customers. The LIE Program offered a 30% discount off wastewater, surface water and solid waste charges in 2020. The discount increased to 35% in 2021. By the end of 2020, approximately 1,146 wastewater services, 1,110 surface water and</p>

	<p>1,185 solid waste services were receiving the LIE discount each month. The BCAP program offers a monthly utility bill credit. In 2020, ESD budgeted for \$79,000 for wastewater, \$37,000 for surface water, and \$100,000 for solid waste. At the end of 2020, 86 wastewater customers, 84 surface water customers, and 90 solid waste customers were participating in this program.</p>
<p>Safety and Quality of Life</p>	<p><u>Enhance Community and Crime Prevention Communication</u>: The Tacoma Police Department (TPD) created a quarterly newsletter to provide regular community updates on the ongoing partnership with Project Peace. The newsletter provides the community with updated information on TPD’s efforts around the 21st Century Policing pillars and was broken down into three categories: Professionalism, Diverse Communities, and Youth Outreach. The “Tip of the Month” provides general information on safety/crime awareness and is presented by TPD Community Liaison Officers at community and business meetings. The information is also posted on the department’s social media sites.</p> <p><u>Blight and illegal dumping</u>: The Environmental Services Department is using a proactive approach to addressing blight and illegal dumping in the right-of-way, coordinating responses to identified issues with the Blight truck, Call-2-Haul routes, and contractors, and working directly with customers in areas with recurring issues to provide a timely response.</p> <p><u>Homeless encampments</u>: The Neighborhood and Community Department launched pilot programs to address litter and debris in encampment locations throughout the city. They also delivered a recommendation to Council for a location and service model for a transition site to serve individuals experiencing homelessness.</p> <p><u>Safe Sidewalks and Streets</u>: The Public Works Department reconstructed approximately 3,200 linear feet of unfit/unsafe sidewalks at various locations throughout the City. Construction on the Mary Lyon Safe Routes to School project is substantially complete. Public Works began the installation of school zone flashing beacons for ten schools. They also identified sidewalk gaps and maintenance needs and developed a long-term equitable strategy to improve safe routes to school. Crews constructed 77 ADA-accessible curb ramps, paved 31 residential blocks, crack sealed 208 residential blocks, removed over 106,000 pounds of litter from City streets, and performed surface treatments on 61 residential blocks.</p>
<p>Livable Wage Jobs</p>	<p><u>Business programs</u>: The Community and Economic Development Department developed and administered COVID-related loan and grant programs for local businesses from EDA, HUD and local</p>

	<p>resources totaling \$2.8M. The assistance went to 184 businesses, including over 55% to BIPOC-owned businesses. The new Equity in Contracting program increased participation of minority and women owned business by 5% and total utilization rate of small and disadvantaged business enterprises to 26%.</p> <p>In 2020, the City saw 36% of its contracts utilizing local employment (compared to the 15% requirement).</p> <p><u>Recruitment and outreach:</u> The Human Resources department created and implemented innovative ways of recruiting diverse candidates for the City’s livable wage jobs. Key activities included: Conducted a Women in Trades virtual event (200 attendees); Held virtual information sessions about the veterans program; Conducted the Tacoma Women of Color Collective event; Conducted five virtual firefighter information sessions, one specifically for women interested in firefighting (1500 applied to take the test); creative sessions to engage potential engineering interns.</p> <p><u>Local business support:</u> The IT Department spearheaded a collaboration with City of Seattle and over 20 partner cities and counties to expand a local restaurant app beyond the Seattle boundaries into a region-wide application designed to help small businesses in the Puget Sound during the COVID-19 crisis. Today, there are currently over 3,000 small businesses that added themselves and their business models (takeout/delivery) to the business owner map. The application has nearly 250,000 views and averages 2,200 visits per day.</p>
<p>Access to Services and Facilities</p>	<p>Designed and implemented the Child Care Assistance Program with \$800K of State COVID funding to provide grants to 45 childcare providers for facility improvements and direct assistance to families to pay for child care services for 96 children</p> <p>Public Works supported Hilltop Tacoma Link Extension, Tacoma Dome Link Extension, Pacific Avenue Bus Rapid Transit and other transit projects to ensure integration with the City’s roadway network and successful implementation of expanded transit operations.</p> <p>In order to have an open and transparent government while keeping employees and residents safe, the IT department supported moving public meetings online and have electronic sign-in for Council meetings. In addition, the department supported holding virtual municipal court proceedings.</p>
<p>Health</p>	<p>Under the leadership of the Community Policy Advisory Commission (CPAC), Neighborhood and Community Services implemented a Community Trauma Response Team (CTRT) that will respond to a wide range of traumatic incidents such as homicides, motor vehicle</p>

	<p>fatalities, incidents of gun violence and violent crimes, natural disasters, and other incidents resulting in trauma and crisis.</p>
	<p>The Information Technology Department GIS team created a toolbox of maps related to COVID-19 response, assisting with tracking the spread of COVID-19. The site contains valuable authoritative information about cases locally and statewide, and has information about medical services, vulnerable populations, small businesses and global numbers.</p>
	<p>The Environmental Services Department conducted an equity assessment of the Tacoma Street Sweeping program to insure all residents are receiving equitable service throughout the City. The program is now measuring special sweeping requests and lane miles swept per district and completion time frames.</p>
	<p>COVID-19 Child Care Camps-Safe place for McKinney Vento—TPS students who participated in remote learning. Ensured access to Wi-Fi and oversight guidance to participate in school contract with Metro Parks Tacoma for \$500k, in cooperation with MultiCare Health Systems, CHI-Franciscan Health System, and Tacoma Public Schools.</p>
	<p>Public Works provided traffic control devices and support for various COVID-19 testing sites and vaccination sites at the Tacoma Dome.</p>
<p>Belief and Trust in Government</p>	<p>The Tacoma Police Department implemented the national 8 Can't Wait initiative. All eight initiatives have been fully implemented in TPD's Policy and Procedures. TPD had five of the eight policies in place and revised/incorporated the remaining three policies. TPD incorporated classroom and practical training to reinforce these measures.</p>
	<p>The Tacoma Police Department completed the deployment of 257 body worn cameras to the uniformed personnel. TPD is continuing this initiative to outfit all commissioned police officers in the department.</p>
	<p>Public Works staff utilized community engagement to make decisions on Public Works projects, such as Fireman's Park, Gas Station Park, and Public Works-led action items within the Affordable Housing Action Strategy. Staff worked to enhance equitable outreach in order to solicit input from underrepresented communities, and have achieved outcomes such as the implementation of a right of first refusal (GG) and right of first notice (TPU) on surplus property for our Tribal partners.</p>
	<p>The Recycle Reset project began implementation of a multi-pronged education and outreach program specifically aimed at improving communication with diverse communities in Tacoma. This program includes transcreation of educational and informational materials</p>

	for five non-English language speaking communities, and a Recycling Ambassador training program designed to provide tools and education to key partners within different cultural groups to assist with sharing information about recycling and waste reduction.
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Comments

- Well-dones

The City Manager did an exceptional job setting up housing opportunities for the homeless, including a large number of shelter beds that exceeded Council directives.

The City Manager responded on multiple efforts in regards to public safety transformation. From hiring a consultant to examine practices, to implementing body cameras and leading the effort to identify the next police chief, the City Manager did an exceptional job leading all of these through the past year.

The City Manager did a great job pivoting to enact and work towards implementing anti-racist policy.

- Opportunities

The Council recommends taking the implementation of COVID-related programming and carrying it forward out of the pandemic. For example, stay focused on housing implementation and rent relief.

The Council requests the City Manager seek input on the Council retreat and the methods used to identify council priorities to ensure greater understanding and buy-in on the approach. The City Manager can continue to work with the Council to identify priorities and provide opportunities for Council to collaborate on initiatives that are aligned. To accomplish this, we will review City Manager goals/performance on a quarterly basis to strengthen our collective alignment and outcomes.

The Mayor and Council agree with the City Manager that we should continue to find ways for Council committees to better examine policy initiatives prior to coming to council, particularly on major policy decisions.

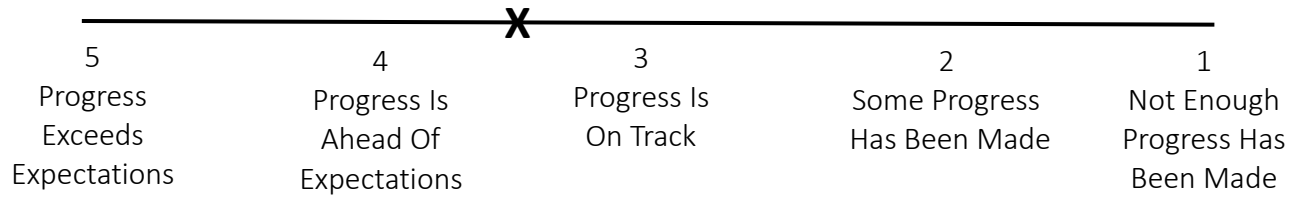
The Mayor and Council share strong urgency on systems transformation efforts inclusive of all City departments, staff, safety officers, and community voices. Additionally, the Mayor and Council deeply value the significant steps forward that have already been accomplished together.

The Council would like to see the City Manager take greater ownership in facilitating increased clarity for Council and staff on the next steps to be taken following Council conversation and

input on agenda items. This goal can be forwarded by increasing reflective listening, clarifying and confirming with Council what was heard, and sharing the direction that the City Manager is proposing to take going forward.

Progress Rating

Rating: 3.53



Section 6: Overall Comments and Rating

Comments

- Well-dones

City Manager Pauli has been able to keep the city ahead of the curve in multiple areas and strives for excellence as a matter of routine. I have never seen her move forward with anything as “good enough”, but rather, personally and as a leader, she consistently presents “best” options. Sometimes council or community do not like the choices we have to make but the background work of the City manager and staff is consistently above par in most areas.

The City Manager’s steady and calm hand, her willingness to listen, and her strategic approach to meeting the goals of the community and the Council do not go unnoticed. She is incredibly resilient and continues to be a leader with integrity under the ongoing pressure of COVID-19 and a changing, growing city.

Elizabeth Pauli continues to serve the City of Tacoma and its residents in a professional and dignified manner. Her responsiveness to community demands has been timely, thoughtful and thorough as demonstrated in the Transformation work. She has demonstrated great courage and decorum in the face of criticism and targeting by activist groups. Her outreach to staff in a virtual COVID workplace is outstanding.

The last year has been accurately described as unprecedented. It has been a year of heightened volatility, uncertainty, complexity, and ambiguity layered with the simultaneous crises of COVID-19, systemic racism, climate change, homelessness, and housing. In the face of these historic challenges, the Council recognizes that the City Manager has not only ensured continuity of essential services and administrative function. She has also excelled in being responsive to the higher volume of issues and requests and led the City through efforts to successfully adapt and continue to take strides forwards on the multiple challenges facing the City.

- Opportunities

The Council recommends continuing to improve outward-facing communications and public outreach, and incorporating feedback into internal and Council decision-making.

The City Manager can continue to find ways to align the work of the city with regional and local stakeholders post-pandemic. This work has begun, and it should continue to be refined and extended.

Rating

Rating: 3.94

