



# CITY MANAGER PERFORMANCE REVIEW

PERFORMANCE YEAR: JUNE 2019 - MAY 2020  
REVIEW CONDUCTED ON SEPTEMBER 29, 2020

## 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

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## 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**



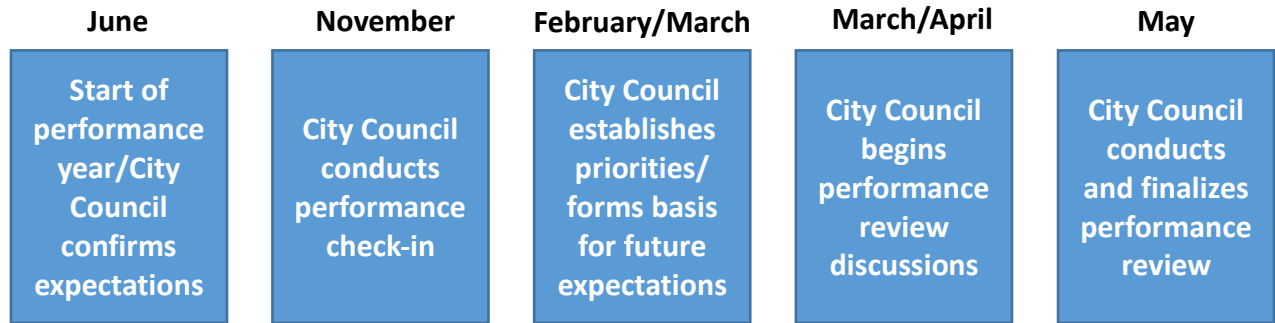
### **Civic Engagement**

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



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 Council appreciates the City Manager’s responsiveness to Council requests. She provides timely and accurate information, while keeping a focus on the City’s strategic plan. The quality of the information provided by the policy staff has been very good. Her communication style is a positive reflection on her growth as a seasoned City Manager.

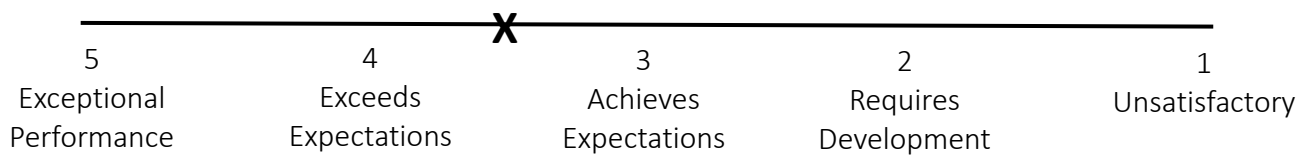
- Opportunities

Personalize the structure of the check-in meetings for each Council Member. One suggestion is a more transparent way of keeping track of the topics Council Members are interested in. This suggestion will help the Council know what other Members have requested so they make the best use of staff time.

It would be helpful to Council for the City Manager to be proactive in anticipating questions and ensuring the Council is receiving information in a timely manner.

### Rating

Rating: 3.56



## 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

Performance by the City Manager, especially during the early months of the pandemic, demonstrated her commitment to organization performance. The Council appreciates how quickly the Friday COVID meetings were set up. The organization rapidly and successfully pivoted to the virtual work environment.

Clear expectations were set for staff performance, and the Council is seeing the benefit. The addition of the Assistant to the City Manager positions was an excellent step to take. Feedback from the internal staff regarding communications has been very positive.

The Council commends the City Manager being proactive about addressing budget cuts, layoffs, and furloughs early in the pandemic. This work has put the City in better shape for 2021.

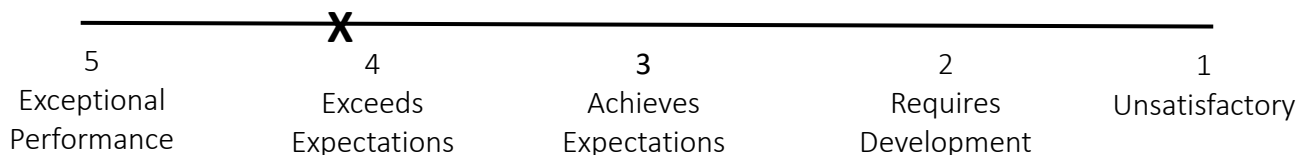
The City Manager has developed a highly performing team across the board. She knows her strengths and surrounds herself with staff who stay on top of the ever-changing environment.

- Opportunities

The Council requests that the City Manager continue to build staff performance and performance management. The listening sessions with employees of color revealed that there is work to be done.

### Rating

Rating: 4.11





### 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 City Manager is known for being very professional. Her ability to dialogue with people and groups about issues of concern is an asset for the City. Feedback from other agencies has been very positive, and her work in this area is helping to break down silos.

The transformation website, where people can dialogue about issues of concern, is appreciated.

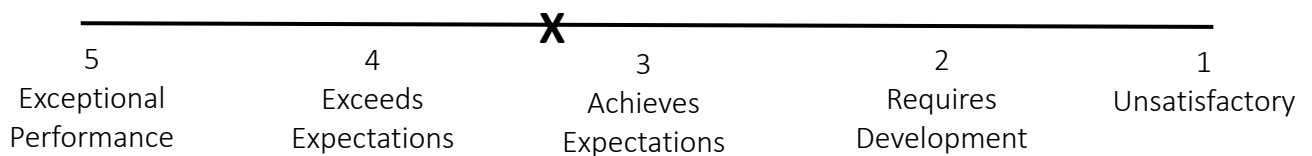
- Opportunities

The Council would like to expand the utilization of social media. While the Media and Communications staff has performed well, the Council feels this is an area of improvement, and suggests updating the technology and expanding staff resources.

The City is engaged in positive initiatives that sometimes aren't widely known. Communication can sometimes feel static; there should be continuous promotion of the City's programs and resources. Look for opportunities to be proactive in communications, and work with individual Council Members to promote the good work the City is doing.

#### Rating

Average rating: 3.47



## Section 4: Leadership Competencies

### Ratings Definitions

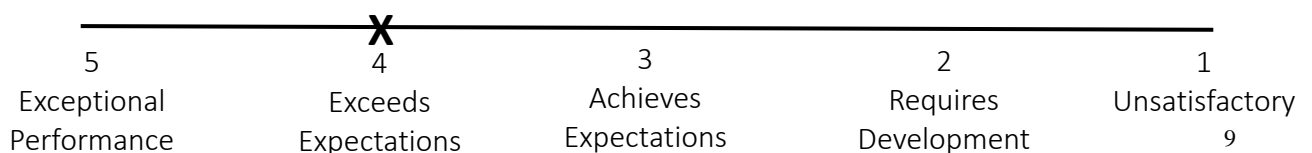
- Role Model (3)** Serves as an example of the values, attributes and behaviors associated with the competency. May be sought out as a coach by others and may contribute valuable ideas on how the organization can improve on specific behaviors.
- Fully Competent (2)** Consistently demonstrates the values, 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	2.22
Strategic mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies	2.47
Values differences	Recognizing the value that different perspectives and cultures bring to an organization	2.83
Manages complexity	Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems	2.78
Being resilient	Rebounding from setbacks and adversity when facing difficult situations	3.0
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences	2.22
Collaborates	Building partnerships and working collaboratively with others to meet shared objectives	2.53
Action oriented	Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm	2.39
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	2.78

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### Council Rating (Leadership Competencies)

Rating: 4.0



## 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	1. Established Tacoma Housing Trust Fund
	2. AHAS Policy adopted into One Tacoma Comp Plan
	3. Formed Housing Equity Task force
	4. Implemented Rental Assistance Program, in response to COVID-19, which was guided by the Council’s priority of equity and access: <ul style="list-style-type: none"> <li>• City of Tacoma allocated \$1.2 million to assist eligible households affected by the COVID-19 pandemic with rent payment.</li> <li>• Provides a one-time payment of up to \$1,000 directly to landlords of selected individuals or families who live in the city limits of Tacoma and have experienced loss of employment or reduction in wages due to COVID-19 resulting in an income level at or below 50 percent of the Area Median Income for Pierce County.</li> <li>• Some funds have been set aside for direct referrals by community agencies that are helping to address inequities faced by people of color in our community.</li> </ul>
Safety and Quality of Life	1. Successfully set up first Micro-shelter site
	2. Completed Safe Routes to Schools improvements and education and encouragement events at Blix and Stanley Elementary Schools in 2019 and at First Creek Middle School and Lister Elementary School in 2020. In 2019, the Safe Routes to Schools Program provided a pedestrian and bicycle safety curriculum to all schools, and will complete a Safe Routes to Schools video to all schools by the end of 2020. Will add 30 beacons in 2020 to complete conversion of all remaining school speed zones on arterials from time of day signs to beacons,
	3. Exceeded goal of adding 100 shelter beds; expanded shelter operations to 24/7 in response to COVID <ul style="list-style-type: none"> <li>• 50 micro-shelter units; maximum capacity of 65 beds (combination of TEMS1 and TEMS2)</li> <li>• 50 permanent shelter beds at Tacoma Rescue Mission</li> <li>• 72 temporary shelter beds at faith-based organizations</li> </ul>

	<p>4. Reconstructed approximately 4,600 lineal feet of unfit/unsafe sidewalk and constructed 163 ADA accessible curb ramps at various locations throughout the City        -Installed missing link sidewalks on East 56th and South 19th Streets, upgraded several existing traffic signals with ADA pedestrian signals, installed 11 new bus stop pads</p>
Livable Wage Jobs	<p>1. Provided capacity-building technical assistance to 52 funded service providers to enhance their ability to recruit and retain a diverse workforce; and assisted property owners, brokers and businesses with the recruitment, start-up, retention, expansion and redevelopment activities for numerous properties throughout the city which will result in over 800 new jobs;</p> <p>2. Administered Permit Advisory Taskforce - Initial Streamlining of Permit Process; implemented Pilot Restaurant Program</p> <p>3. Held first Women’s Firefighter workshop--Forty women attended. Topics included perspectives from female firefighters, including opportunities and challenges; the recruitment process; hands-on experience with equipment and uniforms, and general employment information and conducted Women In Trades event--in February 2020 with over 100 attendees.</p>
Access to Services and Facilities	<p>1. Supported city departments in taking their services online in response to COVID and improving access. This includes virtual council meetings, study session, committees, community forum, budget workshops, neighborhood councils, boards and commissions. Other functions taken virtual include: utility customer services, 311/CSC and permit services. This transition occurred with minimal disruption provided a new option for the community to engage in our services.</p> <p>2. Supported access projects including: Light Rail Expansion/Links to Opportunity, Pierce Transit Bus Rapid Transit, Tacoma to Puyallup Trail Connection, I-5 System Partnership, and WSDOT I-5 HOV and SR-167 Projects. Worked with communities to tailor capital investments to community needs, including innovative efforts at community engagement such as a community storefront for the Links to Opportunity Project.</p> <p>3. Translation Services Project - Translated Tip Sheets and other Assistance Documents</p>
Health	<p>1. Expanded our annual citywide free CPR training event to include a second day at a new location on the Eastside of Tacoma.</p> <p>2. Expanded our FD CARES program to include a mobile response unit that assists those seeking assistance with opioid addiction. Additionally, we began operating the state’s first Safe Station, a</p>

	<p>program that provides a safe place for individuals to seek assistance with addressing opioid addiction</p>
	<p>3. Food Equity Program - funded community-based research into improving our food system; an urban farm project designed to identify process and Code barriers to growing and selling local produce; local farmers market food stamp matching programs; and three community-led projects that deliver food as well as provide education and skills to grow and prepare food.</p>
	<p>4. Shoreline Master Program - Updated regulations adopted by Council &amp; State</p>
	<p>5. Pipeline Trail construction</p>
Belief and Trust in Government	<p>1. Tacoma Equity Index - Updated Tacoma Equity Index with Environmental Health indicators, COVID-19 indicators, and updated 2020 data (complete in Sept 2020). Partnered with Tacoma-Pierce County Health Department, Pierce County, and Tacoma Public Utilities to expand the Tacoma Equity Index to countywide and TPU service area (complete in Nov 2020).</p>
	<p>2. Planned, organized and facilitated workshops and partnered with external organizations through the work of the MBDA, Business Services / Workforce Partnership and Economic Development divisions to provide access to group trainings and individual technical assistance to primarily women and minority-owned businesses. Over 300 participants received instruction in the areas of accounting, marketing, business planning, cost estimating, equity in contracting, and how to do business with the City. In response to the COVID impacts MBDA assisted 88 businesses through the SBA application process for PPP and EIDL financing having 44 approved in the region including 10 from Tacoma.</p>
	<p>3. Created the Make it Tacoma COVID-19 webpage and provided direct communication to the business community through the gov. delivery system and continuously updated information from multiple sources. These two channels also assisted in understanding the health and safety impacts associated with the pandemic and the required mitigation measures that would allow the safe re-opening of businesses.</p>
	<p>4. Property Disposition Policy; honoring Puyallup Tribe and Prioritizing Affordable Housing</p>
Other Areas of Interest: Youth and Education	<p>Participated with crews and equipment demonstrations at Pierce County Career Day at the Puyallup fairgrounds providing opportunities for local High School Seniors to see career opportunities and to ask questions on how to apply for positions</p>

	<p>Assessed the effectiveness of the Youth and Young Adult Violence Reduction (formerly known as: Tacoma Gang Reduction); implemented grassroots approach to reduce youth violence, call for a cease-fire, and launched a digital platform for youth engagement during COVID.</p>
	<p>Engaged Tacoma's youth in sustainable practices and educating students about environmental issues:</p> <ul style="list-style-type: none"><li>-Over 24,000 students were contacted in 2019 through the EnviroChallenger program.</li><li>-Over 75% of schools attended were in underserved areas of the City.</li></ul> <p>Since January 2019, the Tacoma Sustainability Facebook page had a 62% increase in followers, and the Tacoma Environmental Services Facebook saw a 197% increase in followers.</p>

Comments

- Well-dones

The Council recognizes the impact of the pandemic on the progress toward achieving the Council Priorities. While the City accomplished a significant amount of work, COVID hindered progress on these priorities.

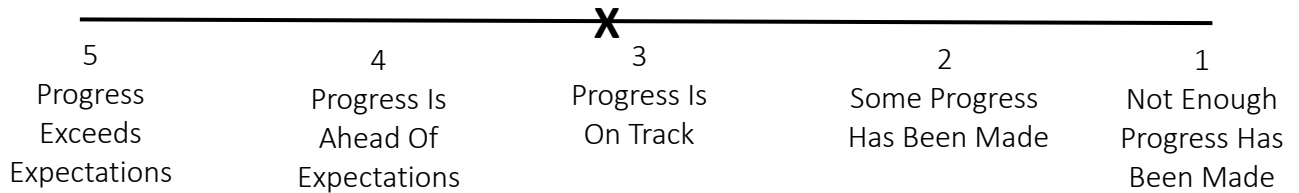
The Council would like to highlight their appreciation for the work that was accomplished regarding housing that has moved the City forward. The City Manager has done a good job of “steering the ship” during the pandemic. She directed the staff to align with Council priorities, which has helped with making progress.

- Opportunities

As the Council continues to develop policy, they see an opportunity to ensure the City’s policy translates to real changes that impact the lives of the people in our community. The Council would like to see the City Manager provide greater emphasis on the reporting of outcomes related to Council priorities, including how these changes impact the community.

Progress Rating

Rating: 3.11



## Section 6: Overall Comments and Rating

### Comments

- Well-dones

The Council appreciates the City Manager’s nimbleness and responsiveness in addressing the COVID challenge. The pandemic presented an opportunity to restore faith in government, and the City Manager has led with a steady hand, showing her command of the issues.

The City Manager has demonstrated enormous courage during this time, working through the pandemic, police reform and other community issues. She stepped up, despite it being an intense time and has kept our City moving forward. Her perseverance and resiliency is exemplary.

- Opportunities

As the Council performs their role as policy makers, they would like to have more opportunity to engage and provide feedback on the front end of a decision, and work with the City Manager and staff more collaboratively.

### Rating

Rating: 4.03

