



# CITY MANAGER PERFORMANCE EVALUATION

PERFORMANCE YEAR: JUNE 2022 - MAY 2023

EVALUATION CONDUCTED ON MAY 2, 2023

## 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**

## 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.

The Mayor and City Council applaud and agree with the well-dones and opportunities highlighted by the City Manager in her self-assessment in the area of **Assisting Council with Policy Making Role**. The Mayor and City Council highlighted the following additional well-dones and opportunities for the City Manager’s consideration:

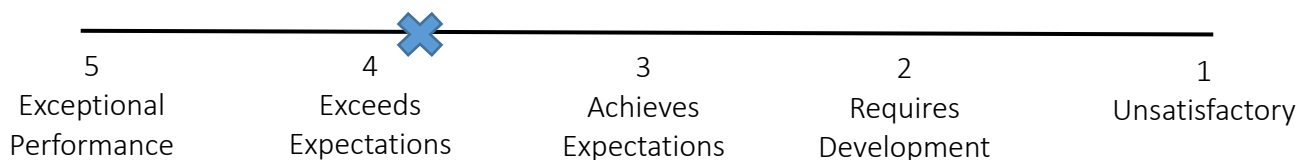
### Well-Dones

- Listening to the needs of the Council and the follow through on development of the new position to support constituent response is appreciated.
- The creation of additional opportunities for workshop collaboration away from the dais have been useful and productive.
- The intentional design for Committee of the Whole meetings has been helpful in developing objectives, strategies, and measures of success to advance Council priorities.
- The outreach and engagement for McKinley Hill was exceptional and set the standard for future activities.
- The biennial budget process was collaborative and went very smoothly.
- The City Manager’s follow up and follow through on important items and not letting things fall through the cracks has been exceptional.
- The Government Relations Office has increased the number of Council Members testifying and has significantly improved coordination, communication, and information sharing on items related to legislative work.

### Opportunities

- Assess Council Member needs around policymaking support.
- Include senior Council Members in New Council Orientation to train and mentor new Council Members on how policymaking happens.
- Work with Council to develop a training program for City Council Members.
- Continue to advise Council on opportunities for policymaking.

**Rating: 3.7**



## Section 2: Organizational 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.

The Mayor and City Council praise the significant number of accomplishments in this area as well as the opportunities highlighted by the City Manager in her self-assessment in the area of **Organizational Performance and Internal Administration**. The Mayor and City Council highlighted the following additional well-dones and opportunities for the City Manager's consideration:

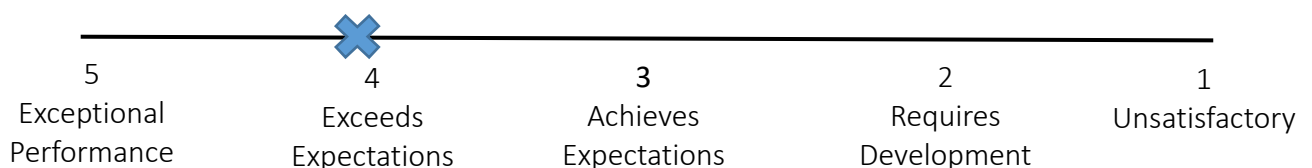
### Well-Dones

- In alignment with Council feedback in last year's evaluation, there has been notable improvement in payments of invoices and to "Net 10 or better" for service and supply contracts.
- Significant progress has been made towards implementation of the Community Safety Officer position, Behavioral Health Crisis Response, and Community Trauma Response.
- The City Manager has done an excellent job recruiting and hiring quality candidates at the executive level.
- The implementation of the non-represented employee Classification and Compensation Study recommendations was completed, aligning our non-represented positions better with the highly competitive market.
- The information campaigns, such as the speed limit reduction campaign and Home in Tacoma Phase 2 campaign, were proactive and successful.
- The City Manager's engagement and recognition of City employee achievements is commendable.

### Opportunities

- Continue working on succession planning for executive leadership positions.
- Develop and implement a strategy for ensuring up-to-date data and metrics on City activities are available and accessible to the community.

**Rating: 4.1**



## 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.

The Mayor and City Council note the outstanding growth in this area as well as the opportunities highlighted by the City Manager in her self-assessment in the area of **External Relations**. The Mayor and City Council highlighted the following additional well-dones and opportunities for the City Manager’s consideration:

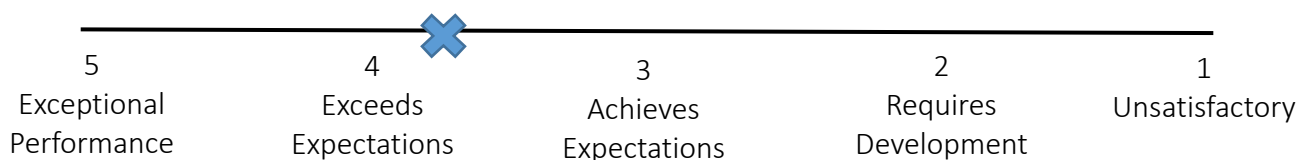
### Well-Dones

- The City Manager has increased her engagement with the community, including attending events with Council Members and meeting with community members and community leaders.
- Many of the recommendations from the Communications Audit have been implemented, including reorganization of the Media and Communications function, addition of the Strategy Office, creation of the Public Information Officer position, and successful recruitment of a Media and Communications Director.
- The addition of positions in the Tacoma Police Department focused on community engagement has been successful.
- As mentioned above, the Government Relations Office has also played a significant role in coordination and information sharing related to legislative activities.
- Continuing to offer a hybrid format for meetings has helped make them more accessible.
- The City Manager’s strong leadership and transparency in Anti-Racist Systems Transformation ensures it continues to remain a priority.

### Opportunities

- Continue to implement recommendations outlined in the Communications Audit.
- Develop a plan to better align the timing of City communications with the City’s activities and community events.
- Examine opportunities for timely crisis communications to the community.

**Rating: 3.7**



## 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	2.9
Strategic mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies	2.8
Values differences	Recognizing the value that different perspectives and cultures bring to an organization	2.8
Manages complexity	Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems	2.9
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	2.5
Collaborates	Building partnerships and working collaboratively with others to meet shared objectives	2.7
Action oriented	Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm	2.7
Drives results	Consistently achieving results, even under tough circumstances	2.7
Instills trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity	2.8

Copyright © 2014 Korn Ferry Hay Group, Inc. ALL RIGHTS RESERVED. Without the prior written permission of Korn Ferry Hay Group, Inc., no part of this work may be used, reproduced, or transmitted in any form or by any means, by or to any party outside of City of Tacoma Washington.



The Mayor and City Council believe the City Manager is an incredible leader and that the City is lucky to have her. The Mayor and City Council highlighted the following additional well-dones and opportunities in the area of **Leadership Competencies** for the City Manager’s consideration:

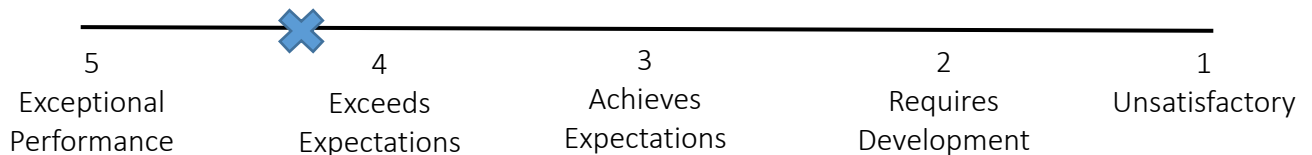
**Well-Dones**

- The City’s Executive Team appears to be aligned and meeting regularly, creating coordination and a collaborative environment.
- The City Manager implemented regular one-on-one and small group meetings with City Council Members, which has been helpful in enhancing communication and mutual understanding.
- “Being Resilient” is the highest rated competency and is a key competency for the City Manager position.
- Significant progress has been made in developing and strengthening the City’s communication function and many of the Communications Audit recommendations have been implemented.

**Opportunities**

- Continue strengthening the City’s communications function.
- Continue increasing collaboration with community partners.

**Rating: 4.2**



## Section 5. Council Initiatives: Strategies and Status

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

The Mayor and City Council commend the outstanding amount of work in this area as well as the opportunities highlighted by the City Manager in her self-assessment in the area of **Council Initiatives**. The Mayor and City Council highlighted the following additional well-dones and opportunities for the City Manager’s consideration:

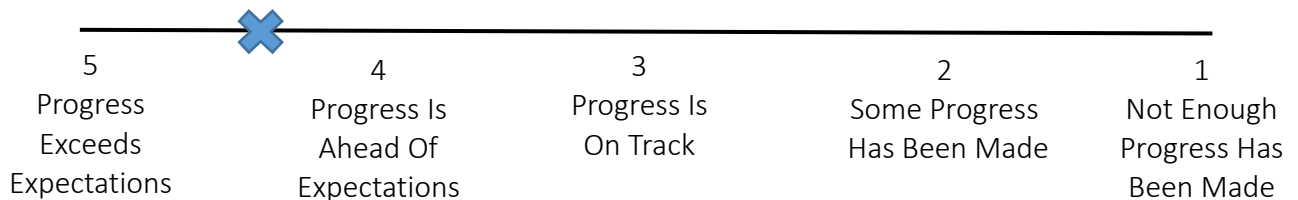
### Well-Dones

- The list of 53 initiatives located in Exhibit B is impressive and all align with the City Council’s priorities.
- The City’s plans for Alternative Response and Community Safety are well thought out and well done.
- The City Manager has managed the budget exceptionally to support the completion of City Council initiatives.
- The time spent by staff capturing the needs of the community in advance of budget was helpful and appreciated.

### Opportunities

- Continue improving the tracking of Council issues.
- Continue working on telling the City’s stories; collect them and have them ready for the events like the State of the City and legislative activities.
- Continue to find ways to highlight and share the community and individual impacts of City Council initiatives in a timely fashion (i.e., Tidy Up Tacoma).

**Rating: 4.3**



## Section 6: Overall Comments and Rating

The Mayor and City Council appreciate the full breadth and depth of work the City Manager has accomplished in the last year. The Mayor and City Council highlighted the following additional well-dones and opportunities for the City Manager’s consideration:

### Well-Dones

- The City Manager’s leadership of Anti-Racist Systems Transformation, including the City Manager’s personal engagement, public and transparent activities, and the departmental presentations at City Council meetings, has been outstanding.
- Significant and positive progress made on the recommendations from the Communications Audit.
- The City Manager’s appointments to executive leadership positions over the last two years have been successful.
- The City Manager’s overall management of the biennial budget process was outstanding and created room in the budget to support Council pilot projects.

### Opportunities

- Continue work on telling the City’s stories.
- Continue working on succession planning for executive leadership.
- Continue to support building trust between the Tacoma Police Department and the community.

**Rating: 4.1**

