



City of Tacoma

# Annual Performance Review: City Manager

T. C. Broadnax

Performance Period: February 2014-February 2015

Evaluator: Compiled Evaluation from City Council

Date: March 16, 2015

## Directions

1. Enter your name and date on page 1.
2. There are 10 performance areas in the appraisal: Providing Information, Providing Advice, Implementation of Council Policies, Financial Management, Personnel Management, Community Relations, Intergovernmental Relations, Communications, Management Style, and Job Effectiveness. For each area, indicate your rating on each skill and enter your comments regarding the City Manager's performance.
3. Starting on page 13, please provide written feedback.
4. On the last page, indicate your Overall Rating and provide comments that support your rating.
5. Return the form either electronically or via the mail to:

Joy St. Germain  
Human Resources Director  
747 Market Street, Room 1336  
Tacoma, WA 98402  
[jstgermain@cityoftacoma.org](mailto:jstgermain@cityoftacoma.org)  
(253)591-2060

## Ratings Definitions

**Exceeds Expectations:** Performance consistently exceeds expectations in all essential areas of responsibility, and the quality of work overall was excellent. Annual goals were met.

**Meets Expectations:** Performance consistently met expectations in all essential areas of responsibility, at times possibly exceeding expectations and the quality of work overall was very good. The most critical annual goals were met.

**Needs Improvement:** Performance did not consistently meet expectations. Performance failed to meet expectations in one or more essential areas of responsibility, and/or one or more of the most critical goals were not met. Work is behind schedule and/or of poor quality.

**Section I: Assisting Council with its Policy-Making Role**

	<b>Exceeds expectations 3</b>	<b>Meets Expectations 2</b>	<b>Needs Improvement 1</b>
<b>Providing Information (Rating: 2.4)</b>			
<b>The City Manager provides information which is:</b>			
Accurate, timely, detailed and includes alternatives or recommendations (2.6)	5	4	
Helpful and sufficient to assist City Council in making sound policy decisions (2.3)	3	6	
<b>The City Manager:</b>			
Supports the City Council’s long-term strategic goals and priorities for the future direction of City (2.8)	7	2	
Keeps the City Council well informed with concise written and oral communications regarding administrative and community developments (2.4)	4	5	
Follows up in a timely manner on City Council requests for information or action (2.1)	2	6	1

**Comments:**

The City Manager works hard to provide timely and accurate information including alternatives to potential courses of action. He is clearly intentional in embracing and pursuing goals of individual council members as well as the council as a whole.

Overall, very satisfied. Only concern is that sometimes response to Councilmember requests are not followed-up on – and I find that I have to ask the question again or ask what happened on the follow-up to an issue (and thus left wondering). Even following-up to say that staff work is still in progress would be of assistance.

I have been very pleased at the timeliness of the Manager’s response to my inquiries, concerns and ideas. He takes the responsibility to follow up very seriously. When faced with policy decisions on many different topics I believe the Manager understands it is his role not to make policy, but to provide information for the Council to make policy and for him and his staff to implement the direction of Council. There are many examples over the past year where the Manager presents background, seeks feedback early and often and provides policy options to consider. I appreciate information on serious crimes and other emerging issues.

The City Manager continues to do an outstanding job anticipating potential issues, notifying council in a timely manner and providing information and examples of best practices to assist with sound policy development and refinement.

I want to make sure we better coordinate macro goals for the City with specific policy initiatives. Often times the City just continues moving without much course correction to needs that Council members share.

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
<b>Providing Advice (Rating: 2.4)</b>			
<b>The City Manager:</b>			
Had solid knowledge of municipal affairs, including the City's laws and ordinances (2.4)	4	5	
Considers alternatives before making recommendations (2.3)	4	4	1
Plans ahead, anticipates needs and recognizes potential problems to be addressed by staff or Council (2.4)	5	3	1

**Comments:**

The City Manager has a strong and broad understanding of municipal affairs and has done a good job of learning the nuances of Tacoma and Washington as they differ from his previous experience. He melds his past experiences with his current realities to provide perspective and advice to both council and staff.

Very satisfied with his ability to give options AND his willingness to 'push back' on a direction to assure that the ultimate goal is being met. He has shown great skill at understanding, and presenting, 'unintended consequences' related to proposed actions.

T.C. is helpful in providing information for very difficult decisions.

The City Manager has a breadth of experience in local government leadership and it shows. While we may not agree on all issues, he is open to hearing different perspectives and respects the process of decision-making. He is intellectually curious and stays focused on providing solutions, regardless of the origin of an idea.



## Section II: Internal Administration

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
<b>Implementation of Council Policies (Rating: 2.3)</b>			
<b>The City Manager:</b>			
Successfully launched and implemented File Local (Multi-City Online Tax Portal) to provide an online one-stop solution for local business licensing and tax filing (2.0)	1	7	1
Developed and proposed a balanced 2015-2016 Biennial Budget for city Council consideration (2.7)	6	3	
Developed and identified funding to support the acquisition and operation of a Youth Shelter and Crisis Center (2.2)	2	7	
Continued implementation of the Economic Development Strategic Framework (2.0)	1	7	1
Made Tacoma more physically attractive (2.3)	3	6	
Developed a comprehensive marketing/public relations initiative to increase awareness and enhance the profile and image of the City (1.8)	1	5	3
Developed a comprehensive Green roads Program to improve water quality and neighborhood infrastructure (2.2)	2	7	
Commenced construction of the downtown and city-wide pedestrian safety improvements associated with the \$2.5M in one-time funding allocated to address targeted signage, pavement/crosswalk markings and ADA improvements (2.6)	5	4	
Conducted a community visioning process to facilitate the preparation and adoption of a Ten Year City-wide Strategic Plan and Visioning document to help inform/guide decision making and resource allocation for the City (2.9)	8	1	
Developed and implemented a Community and organizational Equity and Empowerment Initiative (2.4)	4	5	

### Comments:

The City Manager has done a good job in these very specific categories. In the area of the community visioning process, by all accounts the initiative went better than expected. The area of public relations and marketing is a challenging arena. The initiative may be developed and in place, but I have not seen the fruits of that which I might expect.

I don't think we have achieved larger community awareness that City of Tacoma is truly a place for business – some of this is beyond his control (e.g. enacting additional business regulations that make it more difficult for a Tacoma business or for those doing business in Tacoma). I also think we have the ability to use our communications office to a greater extent in promoting Tacoma.

With limited resources, the City Manager has made good progress initiating and/or implementing the above-mentioned Council priorities. Some will be in progress or in perpetuity, and others can be checked off as complete.

**T.C. does a wonderful job on most of the above; there could be better synergy between the administration and unveiling of some products and programs to the public in order to generate greater awareness.**

**If I am not mistaken, the File Local is still not fully up and running, Perhaps during the Sick Leave Implementation process we can better highlight the ease of File Local as I don't believe our business community believes anything is easier than before.**

	<b>Exceeds expectations 3</b>	<b>Meets Expectations 2</b>	<b>Needs Improvement 1</b>
<b>Financial Management (Rating: 2.7)</b>			
<b>The City Manager:</b>			
Takes a pro-active, inclusive and transparent approach to budgeting and financial management (2.7)	6	3	
Demonstrates thorough knowledge of budgeting and financial management principles and practices to meet Council's policy guidelines and strategic objectives (2.9)	8	1	
Controls and monitors costs with efficient use of labor, materials and equipment (2.9)	8	1	
Provides timely, accurate and regular reports on the financial status of City government (2.7)	6	3	
Directs staff to pursue appropriate opportunities for federal and state grant funding (2.4)	4	5	

**Comments:**

Excellent!

T.C. excels in this area and I very much appreciate his skill in ensuring Tacoma is on sound financial footing so that critical services may be delivered efficiently and effectively and that the city mitigates volatile financial swings.

Needs to be more consistent on when/if items are sent through council committees.

The City Manager continues to demonstrate his strong knowledge and experience in municipal finance and budgeting. The continued practice of participatory budgeting by the residents of Tacoma serves the city well. Implementation of the Fiscal Sustainability Task Force recommendations and reference to them in planning has been helpful. The transparency and frequency of financial and budget reports has instilled confidence in city residents and helped them develop a stronger understanding of revenues, expenses, reserves and obligations.



	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
<b>Personnel Management (Rating: 2.2)</b>			
<b>The City Manager:</b>			
Recruits qualified and highly competent staff (2.3)	3	5	
Effectively maintains professional relationships with Department Directors (2.4)	4	5	
Sets clear expectations and provides guidance to help motivate and improve performance of staff (2.3)	4	4	1
Ensures that the City's personnel policies and practices are administered by City Department Directors and management staff in a fair and objective manner (2.1)	3	4	2
Monitors performance of employees and initiates corrective action when needed (2.2)	2	7	

**Comments:**

The City Manager has assembled a great team of exceptionally qualified and highly competent staff in several key areas throughout the city. In some other areas I continue to see and hear concerns about management, communications, and policy and practices that are not administered well.

Still have concerns regarding the buildings and land use departments being a roadblock for new development. Not that we have to say 'yes' but need to be more service and less code enforcement oriented when applications for permits are submitted. I understand significant changes are in the works – but have yet to see demonstrative application of a more proactive customer service experience.

The City Manager continues to build a strong executive team and empowers them to make needed enhancements to their departments to maximize employee performance. If and when corrective action is needed, he thoroughly gathers information but acts decisively. A resident recently told me that his interactions with City of Tacoma employees are always pleasant and positive. I view that as an example of good leadership by the City Manager.



**Section III: External Relations**

	<b>Exceeds expectations</b> 3	<b>Meets Expectations</b> 2	<b>Needs Improvement</b> 1
<b>Community Relations (Rating: 2.5)</b>			
<b>The City Manager:</b>			
Promotes City services with communication and outreach that is high quality, professional and accessible (2.4)	4	5	
Engages with a diverse and broad base of community stakeholders and is willing to discuss issues of concern (2.6)	5	4	
Works well with the news media and provides information to the public in a timely manner (2.3)	3	6	
Provides thorough and timely responses to citizen complaints (2.7)	6	3	

**Comments:**

Really appreciate allowing his buried sense of humor appearing more these past two years.

This is an area where improvement continues to trend upward. The new shows and format for TV 12, the quality of printed material, use of social media and technology have set a higher standard for communicating with the public and improving Tacoma’s image with a diverse audience. I appreciate the proactive approach to media relations and the number of positive stories about Tacoma that have appeared in the regional and national press. Tacoma 311 and the use of technology have improved access to city services and have been well received.

Must do a better job of showing the work the City is doing, there should be at least 4 events or opportunities a month to tout the work of the City. Perhaps we can assign City Council members to certain areas like Environment, Economic Development, etc. to partner with Departments to share the hard work being done. We must build better trust with the Taxpayers.

T.C. should be on TV Tacoma more as well.

	<b>Exceeds expectations 3</b>	<b>Meets Expectations 2</b>	<b>Needs Improvement 1</b>
<b>Intergovernmental Relations (Rating: 2.3)</b>			
<b>The City Manager:</b>			
Effectively represents the City's interests when dealing with governmental agencies (2.6)	5	4	
Participates in intergovernmental activity to have a positive impact on the City (2.1)	1	8	
Has positive relationships with county, state and federal government entities (2.1)	1	8	

**Comments:**

Great rapport with other municipalities and with the Citizens of Tacoma.

The City Manager consistently represents Tacoma with professionalism and candor, and puts the needs of Tacoma first while being a good regional partner. He is well respected by other professional managers in many local and regional agencies. It is also important to remember that Council Members serve on numerous intergovernmental boards and commissions and share significant responsibility of representing Tacoma in this area with the City Manager.

### Section IV: Personal Accomplishments

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
<b>Communications (Rating: 2.4)</b>			
<b>The City Manager:</b>			
Listens carefully and is sensitive to the concerns of others <b>(2.3)</b>	3	6	
Communicates clearly, thoughtfully and to the point <b>(2.2)</b>	2	7	
Is candid and forthright when discussing City business matters with members of the City Council <b>(2.6)</b>	5	4	

**Comments:**

Really appreciate his awareness these past two years of working to reduce the length of responses to questions and to focus on his responses. He also incorporates a wry sense of humor when he becomes self-aware of the situation which is appreciated.

Candid, respectful, thoughtful.

	<b>Exceeds expectations 3</b>	<b>Meets Expectations 2</b>	<b>Needs Improvement 1</b>
<b>Management Style (Rating: 2.6)</b>			
<b>The City Manager:</b>			
Demonstrates initiative, enthusiasm and creativity in performing the duties of the position (2.4)	4	5	
Works well under pressure and can adapt to changing circumstances at the local, regional, state and national levels (2.8)	7	2	
Is accessible to City Council Members and receptive to constructive criticism and advice (2.2)	2	7	
Has high professional standards of respect, fairness, honesty, and fosters ethical behavior throughout the organization (2.7)	6	3	
Exhibits a commitment to professional development in order to improve performance (2.7)	6	3	

**Comments:**

Great improvements here.

The City Manager continues to develop as an outstanding manager of a large, complex organization with many competing interests, diverse personalities and external influences. He consistently displays integrity, fairness and a commitment to improvement. He does a good job of notifying the Council when significant events occur and respects the relationship between policy making and management.



	<b>Exceeds expectations 3</b>	<b>Meets Expectations 2</b>	<b>Needs Improvement 1</b>
<b>Job Effectiveness (Rating: 2.5)</b>			
<b>The City Manager:</b>			
Demonstrates interest and enthusiasm about the Council's priorities and vision for the City (2.7)	6	3	
Provides staff with the necessary resources and support to deliver efficient, responsive City services (2.6)	5	4	
Effectively manages the implementation of City strategic objectives and goals (2.7)	6	3	
Creates a positive atmosphere for successful economic development in the City (2.2)	3	5	1
Supports responsible infrastructure expansion and maintenance (2.3)	3	6	
Emphasizes the need for employee training and use of technology to improve customer service (2.6)	5	4	

**Comments:**

Concern related to previous issue relative to the building permitting.

The City Manager has been very effective implementing council priorities, responding to the public and developing employees.

We must do more for our critical infrastructure and if we cannot do so via more revenue then we will need to take a deeper dig into where money is going if not toward critical infrastructure. We need to be bold to have our city set the stage to greater investments, both private and public.

## Narrative Evaluation

1. What are the City Manager's strengths demonstrated during the performance period?

**Comments:**

The implementation of the vision 2025 project from a community engagement perspective was strong. Community members and organizations were well represented and the process well received.

I am also pleased and have heard extremely positive feedback regarding the LEAD program and am pleased that the City Manager has implemented this opportunity for professional growth within the organization.

Analytical, Considerate, Decisive.

Fiscal acumen and working to incorporate the city council's goals.

I have been very pleased at the timeliness of the Manager's response to my inquiries, concerns and ideas. He takes the responsibility to follow up very seriously. When faced with policy decisions on many different topics I believe the Manager understands it is his role not to make policy, but to provide information for the Council to make policy and for him and his staff to implement the direction of Council. There are many examples over the past year where the Manager presents background, seeks feedback early and often and provides policy options to consider.

Personal communications.

T.C. exudes confidence and expertise on budgeting and finance, but has been impressive with implementing a large variety of policies from the Equity and Empowerment Initiative to the Green/Sustainability Policy.

The City Manager has become more engaged in the community and has developed a reputation for being a no-nonsense administrator who is responsive and solves problems.

He is a great manager; he is competent, collaborative and sets out clear expectations. He continues to find ways to allow the City to excel.

2. Where do you see the most opportunity for improvement?

**Comments:**

I believe there has been improvement in the area of communications from the City Manager's Office (CMO), but there continue to be areas of concern I hear from key management positions throughout the organization regarding communication of expectations and the fair and objective implementation of policy and practices.

Greater need for Council policy support staff. We have two research assistants for 9 people, and they also support committees and other departments. They are over-worked and stretched too thin.

Aligning all departments to these same goals. Great strides have been made – but need to keep the pedal to the metal across departments.

The most opportunity for improvement includes helping the Council identify a funding source to improve residential roads and sidewalks and also hiring more police officers to further increase our community policing efforts and reduce property crimes.

Bring more information and process that engage the committees of the City Council.

T.C. is an excellent communicator. Keeping lines of communication open with Council Members on controversial issues where their voices have not been heard.

While it is an ongoing and iterative process, the opportunity to improve Tacoma's image through proactive messaging and top notch photography/imagery has improved and can continue to improve.

Would like to make sure we rollout initiatives better, the common areas that impact taxpayers sensibilities the most, i.e. crime, roads, etc.. Emphasize the work being done and seek opportunities to ribbon cut even small projects that engender trust in the City.

3. What constructive feedback or assistance can you offer the City Manager to improve performance?

**Comments:**

A continued focus on training regarding best management practices for managers is key as well as 'refresher' training for those for whom it might be assumed (should) already know. A renewed focus on a trusting and an inclusive work environment where staff is empowered to be innovative and enterprising in the accomplishment of the goals lay before them.

Clarify role for support staff, establish realistic assessment of staff need.

We can better communicate – on all levels – and while great strides have been made, we can always get better at communication.

I would encourage the City Manager to continue to establish positive and productive relationships with our city labor unions. Ensuring the most positive working relationships possible will enable even higher employee morale, speedy contract negotiations and even more productive workforce.

Be more visible to the community.

I am glad that the Assistant City Manager has been hired, which will give T.C. more time to rest and shine.

Continue to engage with residents and be yourself.

Keep listening to councilmembers, and vice versa. We are a team who need to collectively deal with the challenges and opportunities facing Tacoma. There are major needs that require tremendous energy and focus. We all must focus more and deliver.

4. What other comments do you have for the City Manager; e.g. priorities, expectations, goals or objectives for the new performance period?

**Comments:**

At every opportunity and turn we need to be extolling the virtues of our community, going out of our way to make sure we are giving credit where credit is due and giving people, companies, and organizations clear opportunities and paths forward to step up and raise the tide.

T.C.'s performance has been well-received by community members and my colleagues. I have no doubt that we will continue our momentum forward as a City.

The ship has been stabilized (no minor feat) and now we need to get it off the ground.

In the next 2 – 3 years I believe the City Manager needs to focus major attention on ensuring we are recruiting high-wage jobs/employers to Tacoma, completing the light rail extension project, setting Tacoma up for Sound Transit 3 investments by connecting Tacoma to Central Link/the airport, continuing to improve the attractiveness and livability of Tacoma, completing our non-motorized trail network spine and reducing the number of property crimes in Tacoma.

I am grateful for the City Manager's management style, clear communication and ability to implement a wide variety of policies.

Stay focused on council priorities and improving neighborhoods.

Please keep us focused on the basics, make sure there are fiscal notes to ideas sought for action by the council. Listen to what we heard in the 2025 visioning series.

While there is an understanding that the City cannot control what is considered news worthy, the City can more actively promote Tacoma, including but not limited to the collaboration that is happening with the community's citizens, city government and organizations. There are untapped media opportunities that can be identified by reviewing the scheduled events of the Mayor and of the City Council Members.



## Overall Performance

### Comments:

T.C. is a thoughtful, meticulous manager who demonstrates enthusiasm for efficiency, and inspires confidence from community members who have interacted with him. I look forward to continuing working with him.

I am by nature a hard grader – pass/fail rule – and his performance is a High Pass.

I have a great deal of trust, confidence and faith in the work T.C. Broadnax is doing. I appreciate his commitment to excellence and his excitement for the work ahead. He listens carefully, follows through on identified concerns and constantly looks for positive ways to solve problems. I think he is doing an excellent job and I enjoy working with him to better Tacoma.

The City Manager continues to demonstrate he is the right person for Tacoma and has done an outstanding job managing the organization. He does not coast and is always looking for ways to improve outcomes for the residents of Tacoma. He is responsive, thorough and empowers his staff. He encourages professional development and considers their long term career plans.

### Overall Rating (Rating: 2.7)

Exceeds expectations	Meets Expectations	Needs Improvement
3	2	1
6	3	





**City of Tacoma**  
**Evaluation of City Manager T. C. Broadnax**

Evaluation Period: February 2014 through February 2015

**APPROVED:**

  
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**Mayor Marilyn Strickland**

Date: 4/2/15

  
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**Deputy Mayor David Boe**

Date: 4/7/15

  
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**Council Member Anders Ibsen**

Date: 4/7/2015

  
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**Council Member Robert Thoms**

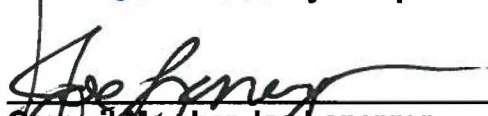
Date: 4/7/15

  
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**Council Member Lauren Walker**

Date: 4/7/15

  
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**Council Member Marty Campbell**


Date: 4/3/15

  
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**Council Member Joe Lonergan**

Date: 7 Apr 2015

  
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**Council Member Ryan Mello**

Date: 4/7/15

  
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**Council Member Victoria Woodards**

Date: 4/7/15

  
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**City Manager T.C. Broadnax**

Date: 4/7/2015

