



CITY MANAGER PERFORMANCE REVIEW

PERFORMANCE YEAR: JUNE 2021 - MAY 2022

REVIEW CONDUCTED ON MAY 17, 2022

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

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.

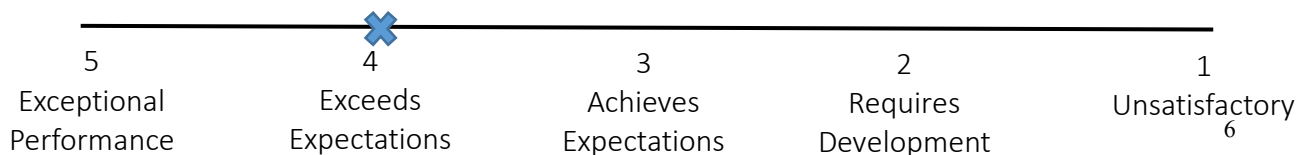
Comments

- Well-dones
 - The Mayor and Council express strong agreement with all of the ‘well-dones’ the City Manager listed in her self-evaluation, including: Home in Tacoma, Multi-Family Tax Exemptions, Non-Interim Regulations, Encampment response options, American Rescue Plan Act (ARPA) allocations. Each of these areas required a significant investment of organizational time and resources to be successful, and many were ongoing concurrently.
 - The Mayor and Council want to express appreciation to the City Manager for recognizing needs in the multiple areas related to communication. She took personal initiative to hire a communications consultant to drive effective progress in this area going forward.
 - The collaboration and internal teamwork across departments on the AHAS program and Transforming Tacoma have been outstanding.
 - The City Manager has done an amazing amount of work over the last year (evidenced by the number of issues facing the City, the number of policy issues and initiatives that have been completed, and the sheer volume of work that crosses her desk) with limited and finite support.
 - Remains always helpful, speedy, and attentive.

- Opportunities
 - The City Manager demonstrates strong self-awareness, and the Mayor and Council share agreement with her on each of the ‘opportunities’ the City Manager listed in her self-evaluation, including communication (specifically constituent response), community notice, and engagement.
 - In terms of the policy making process, Council looks forward to working with the City Manager to find additional methods of policy making, such as the retreat-style.
 - In addition to advising on risks, the City Manager might seek more instances to advise on opportunity, especially if there are viable policy alternatives the Mayor or Council have not put forward in response to community concerns.
 - Communication is an ongoing area of opportunity.

Rating

Rating: **3.97**



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.

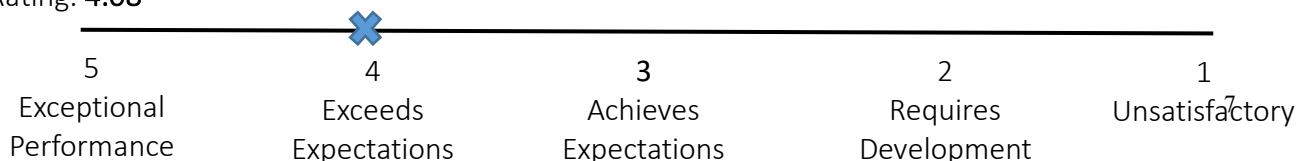
Comments

- Well-dones
 - The City Manager’s leadership during COVID-19 and through the many other recent challenges.
 - Organization Performance and Internal Administration is the City Manager’s strength. Council has full confidence in the City Manager’s work on initiatives that drive innovation forward in the City. Based on her performance, we have strong reason to believe that the City Manager has an ability to continue to excel in this area.
 - When the Council has suggested programs and/or projects, City Manager Pauli uses organizational resources to successfully implement them. Tidy up Tacoma is a strong example.
 - The processes for allocating ARPA funding and the Mid-Biennial Budget Modification were solid and inclusive, and internal communications have been well done, including communications about changes, anti-racist transformation, and employee town halls.
 - The process of onboarding the new Councilmembers has proven to be both effective and appreciated.

- Opportunities
 - In terms of communication, consider alternative methods of communication other than the press release. Consider visual storytelling and information sharing options, including videos, to share the good work that is being done in the City. Also, make this information more easily available to the public, including via social media platforms.
 - Create a plan to get ahead of the predicted leadership turnover and build a bench of leaders for succession.
 - Conduct a continuous improvement project with the City’s contracting process to resolve frustration from contractors regarding how long it takes to receive payment.
 - Take time to celebrate successes and milestones (i.e., the homelessness work being done by Neighborhood and Community Services).

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.

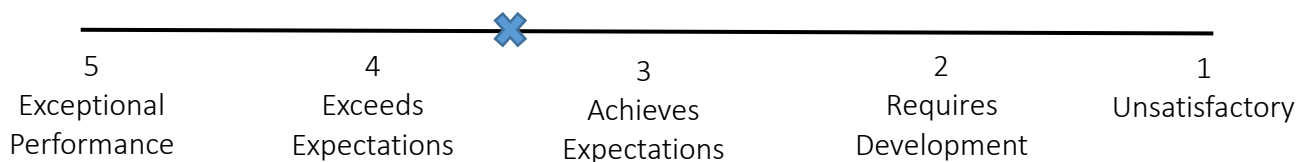
Comments

- Well-dones
 - Under Elizabeth’s leadership, the City has done a tremendous job making the technology available to provide expanded access and allow individuals to attend meetings remotely.
 - The Council applauds the City Manager’s outreach to/communication with constituents. Also, we appreciate her initiating the partnership with the consultant to assess our communication needs and infrastructure.
 - Working closely with employees and other community leaders to understand and manage the changing work environment.

- Opportunities
 - In terms of communication, review the consultant’s recommendations related to communications, and implement as appropriate to improve City performance in this area. Continue listening to and communicating with the community. Focus on connecting with executive-level community members.

Rating

Rating: **3.5**



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.

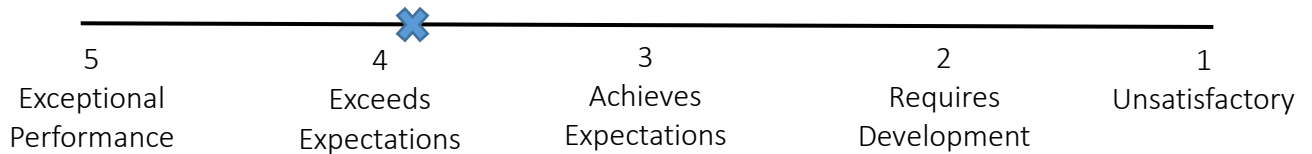
Competency	Description	Rating Scale: (3= Role Model; 1= Needs Improvement)
Manages conflict	Handling conflict situations, with a minimum of noise	2.94
Strategic mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies	2.78
Values differences	Recognizing the value that different perspectives and cultures bring to an organization	3.00
Manages complexity	Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems	2.97
Being resilient	Rebounding from setbacks and adversity when facing difficult situations	2.97
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences	2.53
Collaborates	Building partnerships and working collaboratively with others to meet shared objectives	2.67
Action oriented	Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm	2.61
Drives results	Consistently achieving results, even under tough circumstances	2.83
Instills trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity	2.81

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- Well-dones
 - The City Manager is a strong and experienced leader who demonstrates that she is fully competent and often seen as a role model in each leadership competency that is important to the City Manager position.
 - The City Manager’s strongest competency is “Values Differences,” followed very closely by “Manages Complexity,” “Being Resilient,” and “Manages Conflict” which all ranked above 2.9 out of 3.
 - Her strong leadership competencies allow her to navigate difficult and complex issues and drive successful outcomes even when the involved stakeholders – whether community partners, elected leaders, or staff – hold very different opinions or motivations.
- Opportunities
 - While she is ranked competent in every area, the City Manager should focus on the “communicating effectively” competency which had the lowest ranking at 2.53. Work in this area could include more proactive and clear updates to the Mayor and Councilmembers on issues of importance to them.
 - There is also room for focus on the “Action Oriented” competency, which is ranked second lowest at 2.61.

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.

Comments

- Well-dones
 - The City Manager embraced anti-racism and is integrating it into everything we do and changing the culture across the City.
 - The sheer quantity of work the City Manager has accomplished is incredible.
 - The City Manager is a leader in innovation and puts an emphasis in doing things better in all of the departments. Her leadership team appears to feel empowered to do what they need to do.
 - The City Manager has made vast improvement in this area in response to Council feedback.
- Opportunities
 - Council requests that the City Manager work with the Council to identify a system to track and communicate the items that the Council and their staff are working on, potentially including implementation of quarterly Council retreats.

Progress Rating

Rating: **4.05**



Section 6: Overall Comments and Rating

Comments

- Well-dones
 - The council is grateful for the City Manager’s leadership over the past year, particularly in light of challenges the City faced. Her unwavering positivity, fortitude, and resilience in the face of successive challenge is a model for others. The City Manager continues to provide exceptional leadership for the City. Her ability to identify issues and implement innovative strategies continues to move the City in a positive direction.

- Opportunities
 - The Council would like the City Manager to focus on improving communication and citywide succession planning for the next review period.

Rating

Rating: **3.86**

