



City of Tacoma

Annual Performance Review: City Manager

Elizabeth Pauli

Performance Period: May 16, 2017 through May 15, 2018

Evaluators: Mayor Woodards, Deputy Mayor Ibsen, Council Member Blocker, Council Member Ushka, Council Member Beale, Council Member Hunter, Council Member McCarthy, and Council Member Mello. (Council Member Camarata abstained from providing ratings given his limited and temporary tenure).

Date: July 17, 2018

Directions

1. Enter your name and date on page 1.
2. There are four performance areas in the appraisal: Assisting Council with its Policy-Making Role, Internal Administration, External Relations, and Personal Accomplishments. For each area, indicate your rating on each skill and enter your comments regarding the City Manager's performance.
3. Starting on page 7, please provide written feedback ("Narrative Evaluation").
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:

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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 I: Assisting Council with its Policy-Making Role

		Unsatisfactory 1	Requires Development 2	Achieves Expectations 3	Exceeds Expectations 4	Exceptional Performance 5
The City Manager:						
1	Provides accurate, timely, detailed information and includes alternatives or recommendations			3.75		
2	Supports the City Council’s long-term strategic goals and priorities for the future direction of City			3.75		
3	Keeps the City Council well-informed with concise written and verbal communications regarding administrative and community developments			3.88		
4	Follows up in a timely manner on City Council requests for information or action				4.13	
5	Plans ahead, anticipates needs and recognizes potential problems to be addressed by staff or Council			3.63		

Overall Score: 3.83

Comments:

City Manager Pauli is helpful in assisting Council with policy creation. Her experience being our former city attorney is an asset to our city. She is clear and concise when providing information and always works to help Councilmembers solve problems. City Manager Pauli is a forward thinker while at the same time always mindful of our current circumstances.

An issue (which has been around for longer than City Manager Pauli's tenure and which City Manager Pauli does not engage in herself) is organizational culture when it comes to policymaking and volunteer commissions. Staff can blur the line between policy-making and administration, sometimes making policy decisions themselves. Another aspect to this is staff can sometimes present "alternative" policy options in a way that is clearly intended to steer policymakers toward staff's preferred choice.

City Manager Pauli understands the immense amount of information the Council receives on a regular basis and designs ways to ensure we receive the information we need to stay informed and make policy decisions. Overall, she does a solid job at keeping the Council informed, and she is always open to constructive feedback.

Section II: Internal Administration

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Comments:

City Manager Pauli performs very well in these key administrative aspects. City staff speak very highly of her performance and enjoy working with her. Elizabeth has strong analytical skills and always thinks issues through to consider possible long-term impacts.

In less than a year, Elizabeth has shown incredible organizational and leadership skills as the new leader of a large City with many vital and diverse obligations to the public. Aligning Directors and City personnel with her leadership is a process which will take time and to which she has demonstrated a commitment. As she grows her knowledge of staff, she can more fully engage and leverage their strengths in support of city administration.

The City has been performing within budget under Elizabeth's leadership. She has made quality yet difficult decisions about personnel and expects excellence from her senior management team.

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Section III: External Relations

		Unsatisfactory 1	Requires Development 2	Achieves Expectations 3	Exceeds Expectations 4	Exceptional Performance 5
The City Manager:						
1	Promotes City services with communication and outreach that is high quality, professional and accessible			3.25		
2	Engages with a diverse and broad base of community stakeholders and is willing to discuss issues of concern			3.63		
3	Works well with the news media and provides information to the public in a timely manner			3.38		
4	Effectively represents the City's interests when dealing with governmental agencies			3.88		

Overall Rating: 3.53

Comments:

Elizabeth is a top-notch representative for the City and has demonstrated the ability to convene diverse community stakeholders on difficult issues and problem-solve. She is careful to speak with a high level of accuracy and transparency. Her staff has shown the ability to listen to and collaborate with affected communities when policy-making.

Like many large agencies, City Manager Pauli inherited a communications model/structure that did not sufficiently reach out to low income people, people of color and people who speak a language other than English. Elizabeth has already begun work to address these areas, and we hope she will continue to dedicate attention to this area. Continuing to set high standards for reaching out to persons, businesses and other organizations affected by City policies is also critical to understanding and crafting better public policy.

Communications performance metrics should adequately capture whether information being communicated to the public is being received and understood by intended audiences.

Section IV: Personal Accomplishments

		Unsatisfactory 1	Requires Development 2	Achieves Expectations 3	Exceeds Expectations 4	Exceptional Performance 5
The City Manager:						
1	Communicates clearly, thoughtfully and to the point				4.38	
2	Is candid and forthright when discussing City business matters with members of the City Council				4.00	
3	Demonstrates initiative, enthusiasm and creativity in performing the duties of the position			3.88		
4	Works well under pressure and can adapt to changing circumstances at the local, regional, state, and national levels				4.38	
5	Is accessible to City Council Members and receptive to constructive criticism and advice				4.25	
6	Has high professional standards of respect, fairness, honesty, and fosters ethical behavior throughout the organization				4.38	
7	Exhibits a commitment to professional development in order to improve performance			3.63		
8	Provides staff with the necessary resources, training, and support to deliver efficient, responsive City services			3.13		

Overall Score: 4.16

Comments:

City Manager Pauli takes her role of serving the Council and leading City staff incredibly seriously. She is a hard worker who expects a lot from herself and her staff. Elizabeth is fair,

Section IV: Personal Accomplishments

honest and forthright about issues related to our city, and she runs an ethical and efficient administration. She is thoughtful, polite and has a straightforward communication style. She is a strong leader who commands respect and gives respect. Elizabeth approaches every issue with great level-headedness. She is truly exceptional in her ability to work through challenging and complex issues with policy makers.

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Section V: Narrative Evaluation

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

City Manager Pauli has many strengths. At the top of these is her candid, thoughtful analysis as well as her ability to synthesize information and make an informed policy recommendation for the Council to pursue. She pays attention to the details while at the same time is very capable of seeing the big picture.

Elizabeth's transition to City Manager was, for all intents and purposes, seamless. Elizabeth has been able to take a very large organization, in a major leadership transition, and channel that transformative energy into a positive environment for the collective pursuit of excellence while also demanding incremental change.

In addition to her own transition, Elizabeth has done a great job of onboarding three (four, including Camarata) new Councilmembers and a Mayor. She demonstrated accessibility and responsiveness to the new Councilmembers and Mayor during the onboarding process.

We have witnessed Elizabeth work through extremely uncomfortable topics with existing City partners to achieve even stronger partnerships and better results for our community. Elizabeth is willing and able to take-on the most challenging issues facing our City with determination and resiliency. Elizabeth's practical approach to achieving results and outcome-focus is deeply appreciated.

City Manager Pauli's leadership with staff has led to several goals from council being met, including the launch of the Immigration and Refugee Task Force and the Emergency Temporary Aid and Shelter Plan, to name just two. She is a problem solver and a great negotiator.

Elizabeth is very responsive to Council inquiries for information and follow-up to citizens' concerns. Her clear and accessible communication to constituents and staff involving complex issues is greatly appreciated.

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

We need clear goals for the City Manager during this next evaluation cycle with baseline information available so that we can monitor progress. These goals should align with Tacoma2025 as well as the priorities outlined by the Council. There are some areas that seem to have this alignment as well as clear guiding performance measures and other areas where there is room for improvement. Setting up feedback loops and easy to find, transparent tools for tracking Council priorities (similar to Tacoma 24/7 initiatives) could be one way to demonstrate these measures.

We acknowledge that a significant number of changes have taken place, and the impact on the organization has been substantial. While we recognize that Elizabeth has been busy hiring staff

Section V: Narrative Evaluation

for crucial positions at the city, she has a high number of direct reports and less staffing in the City Manager's Office than previous City Managers. Because of this, it is possible that we haven't seen all that Elizabeth can offer as a leader in this organization and in the City as a whole.

We can do a better job at increasing economic development in our city, and specifically on creating more family wage jobs. Job creation is one area where baseline metrics and clear measurement of progress would be valuable.

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

We would like Elizabeth to work with city staff to continue to improve communications and outreach to people of color, low-income communities and those who speak a language other than English. The city has made commitments to be a more equitable and inclusive city. We would like Elizabeth to continue to work with staff to come out with tangible actions steps to move towards a more equitable city.

Many of the issues on our radar have enormous impact to our community and are complex. More time should be spent preparing the Council for major policy decisions. On complex policy issues with varying political viewpoints, City staff needs to provide deeper objective analysis of policy impacts to people and businesses in Tacoma. In doing so, the City needs to do a better job reaching out to the communities affected by policy decisions in advance and genuinely integrate the real-world perspective into the decision-making deliberations. To ensure clarity in the role of staff versus Mayor/Council, City Manager Pauli can initiate pro-active conversations with policymakers about the best continuum for policymaking.

Elizabeth has had to face some challenging personnel issues in the past year. As she continues to set the tone and course for City servants and build her leadership team, there is an opportunity to set clear performance expectations and work-place culture for the future of an organization dedicated to service, innovation, and positive outcomes.

We would encourage City Manager Pauli to continue to take advantage of professional development opportunities that deepen her knowledge of city administration. While she exceeds expectations as a City Manager, we would like to see her expand her expertise in areas where she has less experience.

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

Many efforts are already underway in the new performance period which began May 16, 2018, for example: work to address affordable housing, the development/approval of a 2019-2020 budget, the hiring and onboarding of a new CED Director and the hiring/onboarding of a new TPU Director, to name just a few.

Section V: Narrative Evaluation

As we move into a new cycle, we look forward to a discussion with City Manager Pauli to set specific, measurable and achievable goals and objectives aligning to Vision 2025 as well as Council priorities. As we work through this process, the fiscal impacts associated with any proposed goals should be clearly communicated so we are transparent with citizens as to what can be funded, or what other services may need to be cut or reduced, unless new revenue streams are found. There are high demands for vital services, and the Council will need to balance new demands with other city services that are just as highly valued by our residents and businesses.

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Overall Performance

Overall Performance Comments:

City Manager Pauli exceeds expectations in this challenging position. Reflecting on the City Manager's self-evaluation, she clearly takes the priorities of the Council seriously and has made significant strides in delivering on many of the identified areas of focus for our community.

Elizabeth clearly works very hard to lead the organization to be responsive to Council's priorities and ensuring municipal government services are being delivered efficiently and effectively. Elizabeth makes even difficult work enjoyable as she is incredibly ethical, fun to work with, and forward-thinking.

Overall, City Manager Pauli's accessibility, candor, and willingness to thoughtfully innovate set a positive tone for the city. We are looking forward to her continued leadership in the year ahead.

Overall Rating:

Unsatisfactory 1	Requires Development 2	Achieves Expectations 3	Exceeds Expectations 4	Exceptional Performance 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

(Note: The overall rating is not reported as an average; all responses given were 4-Exceeds Expectations.)