



City of Tacoma

Annual Performance Review: City Manager

T. C. Broadnax

Performance Period: February 13, 2015 – February 12, 2016

Date: April 12, 2016

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

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

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

Comments:

Overall, the City Manager continues to excel in communicating with and listening to the Council’s feedback and implementing the City Council’s policy objectives, long-term goals, and vision for Tacoma. When constituent or policy issues are raised to the City Manager, he responds to constituents and/or Council Members thoughtfully, factually, and thoroughly in a timely manner, which is appreciated.

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
B. Providing Advice 2.4			
The City Manager:			
Had solid knowledge of municipal affairs, including the City's laws and ordinances 2.7	6	3	
Considers alternatives before making recommendations 2.2	2	7	
Plans ahead, anticipates needs and recognizes potential problems to be addressed by staff or Council 2.2	3	5	1

Comments:

The City Manager has a good understanding of the rules and usually does a good job of anticipating issues that may need to be addressed. The City Manager is very knowledgeable and provides sound advice as needed. As the City Manager has more ownership of policies and programs, he appears to be less open to alternatives.

The City Manager has a strong understanding that some issues are political in nature and he continues to provide objective feedback and professional advice based on serving the needs of Tacoma's residents. Project PEACE is a good example of taking a pro-active approach using extensive community engagement and working with the Council to develop policies that will improve both safety and community-police relations.

Section II: Internal Administration

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
A. Implementation of Council Policies			
The City Manager: 2.4			
Implements Council directives and assigns work to staff that is performed efficiently 2.2	2	7	
Analyzes issues and proposes solutions with consideration of long-term implications 2.4	4	5	
Carries out the directives of the majority of the Council but recognizes the concerns of the minority 2.3	3	6	
Supports the actions of the City Council after a decision is made 2.6	5	4	
Provides members of the City Council with periodic status reports on projects or tasks which may take months or years to implement and/or complete 2.4	4	5	

Comments:

The City Manager does a good job listening and clarifying where a majority of the City Council members are on issues and implementing Council’s policy objectives and direction. When issues are brought to his attention when staff implementation of items are not in alignment with Council’s objectives, the City Manager works to understand the issue and make adjustments as necessary.

The City Manager treats every member of the council with respect, and meets individually to provide updates on long term projects, hear concerns and help address constituent concerns. The City Manager should consider regularly checking with each City Council member on the format and frequency of these one-on-one meetings to ensure that requests and needs are being met.

The City Manager has done an outstanding job balancing occasional competing interests of Council Members and various community and internal groups that aren’t always in perfect alignment. Proposed solutions take a long-term view with an emphasis on fiscal sustainability and service to the public that will enhance neighborhoods.

The Lincoln Business District revitalization project is a good example of a council directive that started with a narrow focus, and evolved into a neighborhood revitalization effort with a focus on equity and empowerment. The cross-functional approach and cultural competency emphasis serves as a model that can be replicated.

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
B. Financial Management 2.5			
The City Manager:			
Takes a pro-active, inclusive and transparent approach to budgeting and financial management 2.4	4	5	
Demonstrates thorough knowledge of budgeting and financial management principles and practices to meet Council's policy guidelines and strategic objectives 2.7	6	3	
Controls and monitors costs with efficient use of labor, materials and equipment 2.6	5	4	
Provides timely, accurate and regular reports on the financial status of City government 2.4	4	5	
Directs staff to pursue appropriate opportunities for federal and state grant funding 2.4	4	5	

Comments:

The City Manager continues to excel in budget and financial management, and is fiscally responsible. He has a healthy long-term outlook with an eye toward sustainability and a realistic recognition of future budgetary pressures.

Instituting Tacoma 24/7 and performance measures tied to budgeting in quarterly financial reports has been very helpful. I want to see Tacoma Public Utilities budget performance in our quarterly financials as the City Council is ultimately responsible for the assets and budget of TPU and asked to approve rate adjustments, certain purchases and final budgets. By tracking TPU's budget more often it will allow for better understanding of major City wide decisions.

I urge the City Manager to strike a balance between responsible cash reserve levels and too much cash on-hand, and invest more in day-to-day core services to deliver a higher level of customer service to tax payers.

The city has been successful at pursuing appropriate grant funding in a proactive manner.

T.C. Broadnax was hired as Tacoma City Manager for many reasons. His experience and acumen with municipal finance and budgeting is one of them. T.C.'s expertise and management in budget literally saved our city over the last few bienniums. The City is now on more stable financial footing and continues to exceed its goals for cash reserves. This good news, however, has not made the City Manager complacent. He continues to remain vigilant and looks for ways to improve operational efficiencies and ensure the best use of funds. Transparency and regular reporting of the City's financial position helped rebuild trust in the community and was a factor in the passage of Propositions 3 and A to create a dedicated funding source to fix and maintain Tacoma's streets. Looking forward to working through this budget cycle with him.

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
C. Personnel Management 2.3			
The City Manager:			
Recruits qualified and highly competent staff 2.0		9	
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	3	6	
Ensures that the City’s personnel policies and practices are administered by City Department Directors and management staff in a fair and objective manner 2.4	4	5	
Monitors performance of employees and initiates corrective action when needed 2.2	2	7	

Comments:

Overall, the City Manager does a good job recruiting, hiring, and maintaining dedicated and competent staff, and meets expectations as it relates to personnel management. The City Manager seems to have a healthy relationship with Department Directors that allows for give and take.

The City Manager has the opportunity to be more decisive in personnel management.

The City Council would like to revisit staff support needed to enhance day-to-day business needs and strengthen the effectiveness and responsiveness of the City Council to constituents.

Section III: External Relations

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
A. Community Relations 2.2			
The City Manager:			
Promotes City services with communication and outreach that is high quality, professional and accessible 2.1	2	6	1
Engages with a diverse and broad base of community stakeholders and is willing to discuss issues of concern 2.2	3	5	1
Works well with the news media and provides information to the public in a timely manner 2.1	1	8	
Provides thorough and timely responses to citizen complaints 2.4	4	5	

Comments:

The City Manager is good at communicating with citizen concerns and complaints in a timely and appropriate manner, and does a very good job in this area in general. With some high profile issues, more timely and detailed communications with the City Council and citizens is wanted so that people outside of City Hall can better understand the context, timeline, background and opportunities.

As it relates to outreach, the City Manager can work with his staff to do better at working on strategies to inform marginalized, underserved and vulnerable communities. Although this will take more effort and funding to make this possible, it needs to be made a priority.

The City Manager is well liked by the public and has done a phenomenal job reaching out to a broad base of community stakeholders regarding important topics such as Tacoma 2025, Project PEACE and other initiatives. The Media and Communications Office continues to be proactive and responsive to requests from the media and community groups.

The City Manager has done an excellent job raising the quality and image of the city through the Media and Communications Office. The City Council members however need a comprehensive plan for all council members implemented that would result in responsive, timely, consistent, and proactive external communications, and enhanced community relations.

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
B. Intergovernmental Relations 2.1			
The City Manager:			
Effectively represents the City's interests when dealing with governmental agencies 2.2	2	7	
Participates in intergovernmental activity to have a positive impact on the City 2.1	2	6	1
Has positive relationships with county, state and federal government entities 2.0	1	7	1

Comments:

The City Manager assertively represents the city well on a local, regional level, and is respected by his peers. The breadth and depth of relationships with state and federal entities is not as clear. This area can always be improved and I believe T.C. can elevate his role regionally. I also believe he has had so much work at the city level that this has been a challenge.

Working with various regional entities can be a challenge. The City Manager always rises to the occasion and represents the best interests of Tacoma residents in a professional and thoughtful manner. He and his senior staff resolved the issue of the jail contract with Pierce County in a thorough manner that improved efficiencies and resulted in cost savings for the City.

As elected officials do most of this kind of work, I believe the Manager has more work to do to staff and equip the Council more completely in this area, to better support this important work and these relationships.

Section IV: Personal Accomplishments

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
A. Communications 2.4			
The City Manager:			
Listens carefully and is sensitive to the concerns of others 2.2	2	7	
Communicates clearly, thoughtfully and to the point 2.2	3	5	1
Is candid and forthright when discussing City business matters with members of the City Council 2.8	7	2	

Comments:

The City Manager’s ability to be candid and forthright is without question. While I appreciate the City Manager’s candid and direct communication style, I encourage him to continue to work on his oral communication skills in order to be more clear and concise. The City Manager has shown improvement in communicating clearly, thoughtfully and to the point. His written communication and formal presentation skills are excellent.

T.C is easy to talk with about complex and difficult issues. I appreciate his candor and communication style.

I fully appreciate that the City Manager is always respectful and does not sugar-coat information, good or bad. He provides thorough explanations when asked questions and is prompt when following up on requests for information.

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
B. Management Style 2.6			
The City Manager:			
Demonstrates initiative, enthusiasm and creativity in performing the duties of the position 2.8	7	2	
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 2.3	3	6	
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 2.3	3	6	

Comments:

The City Manager is clearly dedicated and passionate about his work.

The City Manager clearly puts in the hours necessary to accomplish his job well. He conveys energy, enthusiasm and a focus on excellence in everything he does. He has high expectations for the people that work for him and is always looking for better ways to deliver service to the people of Tacoma. His energy and commitment to the work is evident and very much appreciated.

I am impressed by how well the City Manager works under pressure. He consistently maintains a high level of professionalism and he expects the same from his staff.

With respect to tackling the City’s budget woes and taking on other challenging issues (police / public relationships and accountability), the word “initiative” is an understatement. T.C. goes after defined objectives with thoughtful planning and determined execution.

It appears the City Manager is well respected by the employees of the City.

The City Manager demonstrates passion and enthusiasm for serving the public and considers innovative approaches to addressing issues. He is a person of integrity and models that behavior throughout the organization. He has engaged in professional development opportunities and has demonstrated a willingness to improve and grow.

	Exceeds expectations 3	Meets Expectations 2	Needs Improvement 1
C. Job Effectiveness 2.3			
The City Manager:			
Demonstrates interest and enthusiasm about the Council’s priorities and vision for the City 2.2	2	7	
Provides staff with the necessary resources and support to deliver efficient, responsive City services 2.3	3	6	
Effectively manages the implementation of City strategic objectives and goals 2.2	2	7	
Creates a positive atmosphere for successful economic development in the City 2.1	1	8	
Supports responsible infrastructure expansion and maintenance 2.2	3	5	1
Emphasizes the need for employee training and use of technology to improve customer service 2.6	5	4	

Comments:

The City Manager has done a good job of introducing additional technological infrastructure to address the needs and concerns of Tacoma’s residents, while being realistic about what is possible, given the need to balance divergent budgetary demands.

The City Manager could do a better job of demonstrating interest and enthusiasm on issues where he may disagree with a majority of the Council on certain policy objectives, such as, for example, recreational/medical marijuana regulation implementation or paid sick leave policy development.

Regarding economic development, I believe we need to re-examine the City’s role, resources and focus and really determine if we are using our limited resources in the most strategic way possible. We also need to understand exactly what the City should be doing (aside from “less taxes and less regulation”) to attract and retain employers of all sizes and put a plan together that directly makes progress on those items.

The City Manager’s work to improve public infrastructure by encouraging focus and aggressive identification of new revenues such as Props 3 & A, and seeking grant funds for bridge replacement, road improvement, non-motorized transportation projects, and other pedestrian improvements has been noticeable, effective and much appreciated.

I believe we need to do a better job in (a) permitting, (b) establishing relationships and opportunities for growth with our local business community, and (c) identifying a clear strategy for recruiting employees and growing jobs in Tacoma. I acknowledge that the City Manager has accomplished some important economic development initiatives in the past year.

The City Manager has been very effective in implementing strategic objectives, goals and going above and beyond the call of duty to ensure success. The establishment of a Property Crimes Task Force, opening a temporary shelter to help homeless youth during inclement weather, facilitating the purchase of Old City Hall, partnering with Sound Transit to secure funding for the expansion of Tacoma Link and implementing the tax amnesty program for local businesses are a few examples. I am especially impressed by the resources and prioritization given to Tacoma's participation as a What Works City to use technology, data and analytics to better serve the public and improve transparency.

I always want more money spent on infrastructure and not within the walls of City Hall.

Narrative Evaluation

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

Comments:

The City Manager continues to demonstrate strong budget and financial management.

TC demonstrates an apt understanding of administration, finance and collaboration with policy-makers. He presents the right balance of decisiveness with consensus-based decision-making, rooted in listening. TC has also done an exemplary job of integrating the feedback from Tacoma 2025 into the Council's strategic planning and budget processes, adding more clarity and efficiency to the discussion.

The City Manager has accomplished a great deal and advanced many strategic priorities over the performance period. Some items of note include completing Tacoma 2025 visioning process, passage of Propositions 3 & A to fund public infrastructure, starting Project PEACE and many other important initiatives as well as delivering basic public services in a better and more strategic way across the board.

The City Manager is a great partner, very professional and clearly committed to advancing the City's priorities and he is fun to work with.

The City Manager is a strong leader, who has established a leadership team and organization who respect and carry out his objectives as informed by the Council's policy directives.

The City Manager was exceptional at leading and resolving the City's prior significant budget challenges.

The City Manager wants to solve problems and he is willing to take on and address the many difficult challenges facing our community, while improving the way the City does business. His deliberate, pragmatic, and common sense approach is appreciated. He works extremely hard and is committed to results and improving our City.

The City Manager's strengths are in his ability to have a deep understanding of a vast array of issues.

The City Manager is supportive of the council and conducts city business in a professional manner. He displays competence, integrity, attention to detail, dedication to improving the lives of Tacoma residents and a willingness to learn and grow.

The continued focus on sustainability is a strength.

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

Comments:

The key themes are in:

- Section II: Internal Administration, C. Personnel Management
- Section III: External Relations, A. Community Relations

The City Manager can continue to grow in the area of regional, state, and federal relationship building to strengthen Tacoma's position as a strong partner (leader) on issues of regional significance.

In the past couple years; the Council has faced several controversial issues that warrant a response from the city. At some points, Councilmembers have had to answer inquiries from community members or the media without sufficient background information on the issue, leading to the appearance of a disunited (or worse, unprepared) message. Getting well-ahead of the curve on issues expected to be heated – with facts and succinct explanations – which would serve us well to mitigate and better manage controversial issues.

There is room for improvement to make significant progress on three major areas of community concern related to 1) reducing property crimes including home robberies and car prowls and other property crimes, 2) reducing the response time for medical/paramedic calls and 3) further reducing the number of long-term boarded up homes in neighborhoods especially in districts 3, 4 and 5.

It would be helpful if the City Manager would make more available and accessible, the resources, support, and assistance from the Media and Communications Office, and policy and administrative staff, as our responsibilities continue to advance. In order for us to be the most responsive and effective, we need staff support to fulfill our responsibilities.

It would be helpful if the City Manager would make intergovernmental staff available to those Council Members serving on regional Boards to fully ensure we are as effective as possible in advancing City priorities.

The City Manager could work on listening more and talking less in our one-on-one meetings.

Create opportunities and an environment for City Council members to candidly discuss significant public policy issues, with enough time and resources to have thorough and constructive discussions. I believe that the Council and T.C. can work on this together.

Employee recruitment and development.

Continue to get out in the community and get to know the unique aspects of Tacoma.

Set clear expectations about the pace, quality and level of work expected by City Council support staff.

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

Comments:

While the City Manager is very responsive to Council Members' request for information, priorities and objectives, and he has excellent written communication skills, his oral communication style remains a bit cumbersome, lengthy and at times unclear, especially when speaking unscripted. There is continued room for improvement here. The City Manager is very supportive but I would like our conversations to be more balanced.

I believe the City Manager and through him, his senior team has more work to do to project our labor partners as true partners in the work of delivering high quality service through high quality, experienced employees. We should see organized employees as an asset and partner, not a hindrance or disruption.

The City Council members are resources that can help you to do the work necessary to move our City forward; including using our skills and status to remove barriers and create opportunities and partnerships essential to swiftly improve our City. I look forward to playing whatever role I need to, to help T.C. and the city organization advance our City's goals and improve our community. Be more of a regional asset – engage more with other jurisdictions.

Continue to be available and responsive.

Keep pushing staff to be innovative, continue to emphasize equity and empowerment as a way to gain better outcomes for all residents.

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

Comments:

The big focus for the next year(s) will involve budget development and implementation to include a definitive and substantial demonstration of expenditures honoring the passage of the roads initiatives. A thoughtful and strategic restoration of our public safety services with the goal of providing increased intensity and efficacy for people living, working, or visiting Tacoma.

Tacoma has a bold future ahead of it! From the accelerating real estate market, to the increasing amount of economic development projects and cultural attractions, this is a time to seize the initiative. While not at the expense of addressing our structural deficit and continuing to offer quality public services, we need to continue envisioning the city we *want* long-term. This year's strategic retreat was a great step in that direction.

My priorities for the City Manager to focus on over the next performance period include:

- 1) Ensuring exceptional delivery of Prop 3 & A streets funds, with the Transportation Commission and City Council oversight, and very clear communications with the public through multiple mediums about progress and future work, to build public confidence and trust.
- 2) Bring a plan and necessary resources to significantly reduce property crimes in the City.
- 3) Bring a plan and necessary resources to significantly reduce response time for medical/paramedic calls to better meet set response time targets.
- 4) Bring a plan and necessary resources to significantly reduce the number of long-term boarded up homes and further improve the progress of completing code enforcement cases to improve the safety, cleanliness and attractiveness of all neighborhoods.
- 5) Put a plan together with a clear funding strategy to finally complete the Dome to Defiance Trail (connecting the missing links along Thea Foss Waterway and Schuster Parkway Trail) within the next 5 years. This project will have significant impact to Tacoma's quality of life and image in the region.
- 6) Work to meaningfully fund the implementation of the Environmental Action Plan in the 2017 – 2018 budgets and a plan to fund future initiatives and programs in future budgets.
- 7) Advocate for and ensure that the City has the resources to improve transit for ST 3, Pierce Transit and other pedestrian and bicycle facilities to improve the movement of people and goods in and through our city and region.
- 8) Create a Safe Routes to School implementation plan with other key partners including Metro Parks Tacoma and the Tacoma School District and begin funding the comprehensive plan to improve mobility and safety, especially for young people traveling to school and in their neighborhoods.

- 9) Begin a plan and funding source for sidewalk, curb and gutter improvements throughout the City where this basic infrastructure is missing. Continue the next big phase of crosswalk and pedestrian safety improvements across the city and fund the non-motorized transportation plan in a meaningful way.
- 10) Identify financial resources to support the capital campaign for the new Multi-Care/Franciscan Behavioral Health Center at Allenmore to improve behavioral health services in Tacoma-Pierce County.
- 11) Evaluate our economic development strategy to ensure we are spending our limited job recruitment and retention dollars in the most strategic way possible for Tacoma, not just funding programs and partners because that's what we have always done over the past many years. Also, continue to find a way to fund improvements of underutilized and vacant properties to further encourage filling of vacant storefronts with small businesses by using strategies such as a tenant improvement revolving loan fund.
- 12) Put a plan and financing together to update the technology and synchronization of the City's traffic light system to reduce fuel cost, time, and frustration.

The City Manager has met my expectations. He is fully aware of my goals and supportive of my priorities. He has been extremely helpful and responsive to me as a council member.

Tacoma needs to grow good living wage jobs and increase economic opportunities for our entire City, particularly the nearly 20% of Tacoma facing poverty and the thousands of households lacking affordable housing. The three priorities I submitted at our retreat were (1) Grow jobs by working with our existing business community to enact policies and programs which make it easier for local businesses to grow and succeed; and establish a clear, coordinated, and resourced strategy with our partners to recruit employers and investment to our community; (2) Tackle head on, the lack of affordable housing in our City, the needs of those experiencing homelessness, and work towards driving opportunity up and poverty down i.e., lead the way holistically in coordinating the many programs and partners who are working to help, protect, and create opportunities for the most vulnerable in our community; (3) improve our permitting process by working with our single family, multi-family, commercial and industrial development 'permitting' customer base to understand those areas of City regulation and process requiring improvement and then implement the resultant necessary policy, code, and process changes to better the way the City does business and serves our community. I look forward to the opportunity to help in addressing the priorities listed above.

This council member would like to see the city as an organization continue to work towards being a more sustainable organization.

Tacoma 2025, Project PEACE and voter-approved investments in transportation and infrastructure will require delivering on community expectations in a thoughtful, transparent and equitable way. After years of stagnation, Tacoma is again a growing city with low vacancy rates for housing. The next decade will be an exciting time for Tacoma and it is important to have the internal capacity of both talent and technology to meet our objectives. The emphasis on neighborhood cleanup, blight removal and beautification must continue. The City needs to clearly define its role and that of its various partner organizations (Economic Development Board, Chamber, Workforce Central, Tacoma Public Schools, colleges/universities, commercial real estate brokers, Port) in attracting more living-wage jobs with benefits that help individuals and families thrive, not just survive.

Let's focus on the basics more – infrastructure, crime prevention, emergency response and ability to better serve community.

Overall Performance

Comments:

The City Manager is trustworthy, innovative, and a good partner in running the city. It’s a pleasure working with him.

While we have a lot of work to continue to do in some very strategic areas to improve the quality of life in Tacoma and further stabilize the economic future of the businesses and people of Tacoma, and there are some areas for improvement for the City Manager to focus on, I remain very pleased with his focus, professionalism, energy and high quality of work. He takes on difficult challenges, initiatives and planning processes and produces high quality, inclusive and professional results. He demands excellence and there is strong evidence that every element of the City is moving in a better direction due to this expectation.

I believe that the City organization is truly primed for significantly improving the way we do business and the way we serve and improve our community – and that the City Manager’s hard work, commitment, skill, and leadership have made all the difference in bringing us to this level of organization and execution. Now, I look forward to working with him to take our community and organization to the next level.

T.C. is a great City Manager with a focus on making Tacoma better. If we focus on the basics more I think we can make even greater gains for Tacomans - often times the Tacoma City Government has tried to “peanut butter” resources and it has made core government functions suffer. We must build upon a solid foundation of public satisfaction.

I have the opportunity to talk and work with other municipalities and it is clear to this council member that we have a top level City Manager.

Since the time of his hire in February 2012, T.C. Broadnax has demonstrated a high level of competence as City Manager of Tacoma. Because of that, my expectations of him are now higher and he continues to meet them. It is a pleasure to work with him and I am confident that he is well suited to help Tacoma meets its goals in livability, economic growth, education, civic engagement and equity.

Overall Rating: 2.3

Exceeds expectations	Meets Expectations	Needs Improvement
3	2	1
3	6	0

APPROVED:

Mayor Strickland Date: _____

Deputy Mayor Mello Date: _____

Council Member Blocker Date: _____

Council Member Campbell Date: _____

Council Member Ibsen Date: _____

Council Member Lonergan Date: _____

Council Member McCarthy Date: _____

Council Member Thoms Date: _____

Council Member Woodards Date: _____