



City of Tacoma

Performance Review

Elizabeth Pauli

Performance Period: May 16, 2018 through May 15, 2019

Evaluators: Mayor Woodards, Deputy Mayor McCarthy, Council Member Ibsen, Council Member Thoms, Council Member Blocker, Council Member Ushka, Council Member Beale, Council Member Hunter, and Council Member Mello

Date: May 14, 2019

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		3.33		
2	Supports the City Council's long-term strategic goals and priorities for the future direction of City		3.78		
3	Keeps the City Council well-informed with concise written and verbal communications regarding administrative and community developments		3.50		
4	Follows up in a timely manner on City Council requests for information or action		3.72		
5	Plans ahead, anticipates needs and recognizes potential problems to be addressed by staff or Council		3.33		

Overall Score: 3.53

Comments:

The City Manager does a great job at providing information in a timely manner. She plans ahead and anticipates problems. She is practical and creative, and is good at coming up with solutions.

The City Manager does a tremendous job assessing the requests of the Council and integrating them with department priorities and capacity. With the hiring of the new Assistants to the City Manager, I believe the City Manager will be able to strengthen her Office's ability to coordinate and respond to policy requests.

As one means of utilizing this expanded capacity and in accordance with direction from the Council's 2019 work session, the Council would like the City Manager to provide a list back to Councilmembers of what issues they shared with her and how they were dealt with as to better track progress.

Section II: Organization Performance and Internal Administration

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Comments:

Elizabeth has an innate ability to see the big picture and to assist policy makers in achieving their desired outcomes through strategic implementation throughout the organization.

The City Manager is a wonderful manager and leader for the staff. She does a good job managing the budget and making sure the distribution of funds is in alignment with our policy goals. She has a strong understanding of the issues and their long-term implications.

This year, with the addition of two Assistant to the City Manager positions, this will strengthen her ability to coordinate actions throughout the organization.

Section III: Council Directives

		Unsatisfactory 1	Requires Development 2	Achieves Expectations 3	Exceeds Expectations 4	Exceptional Performance 5
The City Manager:						
1	Implements Council directives and assigns work to staff that is performed efficiently			3.13		

Overall score: 3.13

Comments:

Many of the Council directives are progressing as expected. The Council recognizes that the directives are long-term in nature, and we encourage the City Manager to continue to make progress on them. The strategy for affordable housing is comprehensive, thoughtful, and successful. Implementation of the strategy will be a key to success.

While public safety efforts are improving, additional effort needs to be exerted in this area.

Section IV: 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			3.44		
2	Engages with a diverse and broad base of community stakeholders and is willing to discuss issues of concern			3.44		
3	Works well with the news media and provides information to the public in a timely manner			3.22		
4	Effectively represents the City's interests when dealing with governmental agencies				4.00	

Overall score: 3.53

Comments:

The City Manager does a great job representing the City with other agencies. She is smart, thorough, and well-respected. Swift updates to situations as they arise along with media talking points is appreciated.

The City Manager does a good job at letting the Council take the lead on policy level decisions while she focuses on City administration. For example, the coordination of the realignment of domestic violence services provided in Pierce County in partnership with the Pierce County Executive's office is an example of how she is working to better leverage our external relationships.

The Council would like to see more marketing of the City's 311 services and some expanded focus on communications (engagement with more segments of the community and more interactions with the media).

Section V: Leadership Competencies

		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			3.78		
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			3.56		
4	Works well under pressure and can adapt to changing circumstances at the local, regional, state, and national levels			3.94		
5	Is accessible to City Council Members and receptive to constructive criticism and advice				4.11	
6	Has high professional standards of respect, fairness, honesty, and fosters ethical behavior throughout the organization				4.56	
7	Exhibits a commitment to professional development in order to improve performance				4.00	
8	Provides staff with the necessary resources, training, and support to deliver efficient, responsive City services			3.50		

Overall score: 3.93

Comments:

This is an area where Elizabeth excels. Elizabeth has developed an expertise and passion for the work of a City Manager. She consistently makes herself accessible to the Council and the community at large. She is candid and forthright and has developed skills for adhering to the highest standards of professionalism and credibility. She adapts to changing environments and

Section V: Leadership Competencies

conditions. Under this kind of uncertainty, she is able to develop solid solutions in response to Council and community requests as well as emerging situations.

The City Manager has been instrumental in supporting the improved relationship with the Puyallup Tribe. The City Manager fosters a great positivity for our City government.

Section VI: Narrative Evaluation

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

The City Manager is a great manager and an exceptional leader. She exemplifies professionalism, respect, honesty, and transparency. She knows the City and works extremely hard to create and implement solutions that work. She is quick to recognize when changes need to be made and work to implement them. She demonstrates ethical behavior, and is responsive and receptive to Council feedback.

In this review cycle, City Manager Pauli enhanced coordination and outreach with TPU to successfully engage the public and pass a 2019-2020 biennial budget that directly aligns with Council priorities. She also enhanced collaboration with TPU on government relations.

Elizabeth has the ability to interact with staff, Council, and community members in a straightforward and respectful manner even under intense pressure that is helpful to forwarding city objectives and relationships.

Her leadership has led to staff meeting several goals. She deserves praise for completion of the processes in hiring two new Assistants to the City Manager and a new Fire Chief. It is evident that she is working to both proactively develop talent throughout the organization as well as to reward the skills and talent of existing employees.

We appreciate the City Manager's response to providing clear goals in alignment with Tacoma 2025 for this year's evaluation.

2. Where do you see the most opportunity for improvement? What constructive feedback or assistance can you offer the City Manager?

The Council encourages the City Manager to be creative in resolving issues in two areas: Public safety and homelessness. Implementation of the Affordable Housing Action Strategy should also be prioritized.

The City Manager should utilize the expanded staff capacity in her office to continue to improve coordination of Council policy objectives.

Continue to take seriously structures and communication tools to keep the community and the Council updated on the Council directives and the Tacoma 2025 progress.

Continue to advance her own skills as she did this year through pursuing professional development opportunities and networks through the Bloomberg Harvard City Leadership Initiative and local government leader conferences.

While she has taken steps to add needed staff capacity in the City Manager's Office, she should continue to evaluate the number of her direct reports.

Section VI: Narrative Evaluation

Create a plan for addressing development so that the City is not just hiring to targets, but also determining how people can grow within the organization.

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

The City has made very good progress this year on many fronts. The City Manager remains enthusiastic and fully capable of leading the City administratively. Keep focusing on these priorities. They take time, focus, and patience.

Section VII: Overall Performance

Overall Performance Comments:

The Council thanks the City Manager for her continued dedication to solving the issues facing the community.

Overall Rating:

Unsatisfactory 1	Requires Development 2	Achieves Expectations 3	Exceeds Expectations 4	Exceptional Performance 5
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Overall score: 4.0