

CITY OF TACOMA, WASHINGTON EVALUATION OF CITY MANAGER

THIS PERFORMANCE EVALUATION SHOULD NOT BE CONSTRUED AS A CONTRACTUAL PROMISE, A CONTRACT OR COVENANT OF EMPLOYMENT, NOR IS IT A GUARANTEE OF EMPLOYMENT AS LONG AS YOU MAINTAIN ANY PERFORMANCE LEVEL OR MEET ANY PERFORMANCE STANDARDS, OR FOR ANY SPECIFIED LENGTH OF TIME. CONTINUED EMPLOYMENT IS ALWAYS AT THE CITY COUNCIL'S DISCRETION.

PURPOSE

In order to establish and maintain effective City Council and City Manager relations, it is essential that the Council establish an ongoing evaluation process that offers an opportunity for each party to review the performance of the Manager. This evaluation should focus on how effectively the Manager is accomplishing the goals established by the Council and how she/he is carrying out her/his responsibilities in key performance areas.

Specifically, the evaluation should serve the following needs:

- (1) Allow the City Manager and Council to test, identify, and refine their respective roles, relationships, and expectations of responsibilities to each other.
- (2) Allow discussion of the City Manager's strengths and weaknesses as demonstrated by performance during the evaluation period, with the objective of increasing the Manager's effectiveness; that is, give the Council the opportunity to provide positive feedback in areas that have been handled well and to clarify areas where the Manager could become more effective through improved performance.

PROCESS

- (1) The evaluation process shall coincide with the anniversary of the City Manager's hire date each year; the Council may require an additional evaluation at any time during the year.
- (2) Approximately three weeks before the evaluation is scheduled, the Performance Review Committee Chair will provide each Council Member and the City Manager with a copy of the proposed evaluation form.
- (3) Prior to the scheduled evaluation, the City Manager completes the City Manager's Self-Evaluation Form and submits to the Performance Review Committee Chair.
- (4) Prior to the scheduled evaluation, each Council Member submits a completed draft evaluation form to the Performance Review Committee Chair.
- (5) The operating ground rules shall be established by the Mayor and Council for the evaluation meeting.

- (6) The Mayor and Council meet with the City Manager to jointly discuss the City Manager's performance.
- (7) After the evaluation discussion takes place, the Performance Review Committee tabulates the evaluation results and provides a copy of the draft evaluation for Council's final review.
- (8) Once the Council has had an opportunity to review the draft and proposed revisions are made, the final version of the evaluation will be routed for signature.

INSTRUCTIONS

Attached is the evaluation form for the City Manager. It encompasses six primary areas: (I) Organizational and Human Resources Management; (II) Fiscal/Business Management; (III) Relationship with Mayor and Council; (IV) Long-Range Planning/Strategic Plan; (V) Relationship with Public/Public Relations; and (VI) Intergovernmental Relations.

A space has been provided for each performance area to include your comments. Each person preparing the form is encouraged to select specific examples of why a particular rating has been chosen. The comments included should give the City Manager enough information to correct problem areas and allow her/him to place specific items on her/his work plan for the following year.

RATING SYMBOLS

Rating symbols are used to make assessments. They fall into three main categories:

- 1 Below Expectations (performance has been below reasonable expectations)
- 2 Meets Expectations (performance has attained a level of reasonable expectation)
- 3 Exceeds Expectations (performance has been above reasonable expectations)

As indicated earlier, without more precise definition of the term "expectations," it is possible that ambiguity will result in the use of the term. In order to help avoid this possibility, the concept of performance standards is used.

It will be noted that, in connection with each area, a performance standard is stated, including the conditions that have to be met in order to decide the extent to which the "expectations" have been met.

CITY MANAGER'S NAME: Eric Anderson

Evaluation Period: July 15, 2007 through July 14, 2008

I. ORGANIZATIONAL AND HUMAN RESOURCES MANAGEMENT

RESPONSIBILITY

- Plans and organizes the work that goes into providing services established by past and current decisions of the Council.
- Plans and organizes work that carries out polices adopted by the Council and developed by Staff.
- Plans and organizes responses to public requests and complaints or areas of concern brought to the attention of the Staff by Council and Staff.
- Evaluation and knowledge of current technology.
- Selecting, leading, directing, and developing staff members.

PERFORMANCE STANDARD

Organizational and Human Resources Management will be considered effective when a majority of the conditions have been successfully fulfilled.

- Well qualified, promising persons are recruited and employed.
- Effectively utilizes subordinates' skills when delegating, and clearly defines and follows up on delegated responsibilities.
- Employees are appropriately placed, contributing to a high retention rate.
- Supervisory techniques motivate high performance.
- Complaints to Council are not common.
- The organization is aware of new trends in technology.

Rating: ___ 1 (Below Expectations)
 ___ 2
 3.6 (Meets Expectations)
 ___ 4
 ___ 5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

The City Manager is an excellent Manager who continues to build a strong team. He has made some good hiring decisions such as the Directors of several Departments and the retention of the Management Interns. His key staff appointments appear to be working well, but are they performing up to expectations? It was mentioned that there is still lag time in getting new employees hired and concerns were raised about the retention of key staff members.

The City Manager's re-organization of staff has been good for the Council and the public, but some Council Members feel that it has taken too much time. It has been mentioned by several Council Members that the benefits of the re-organization have yet to be seen and it is not clear if the policies have been implemented.

The Classification and Total Compensation Study is going well, but it does not adequately explain the flight of talented employees or the proactive performance management of moving entrenched employees.

I. ORGANIZATIONAL AND HUMAN RESOURCES MANAGEMENT continued

Suggestions for Improvements: (Specific area(s) that need strengthening)

The Classification and Total Compensation Study is lagging a bit, but as the scope of the work begins, the complexities become apparent. More personal time should be devoted to relationship building with the Utilities Director and labor given sensitivity of the Classification and Total Compensation Study. The coming year should begin to show the “payoff” for the Classification and Total Compensation Study and high-performing organization.

The City Manager should reflect on his management style.

Some requests from Council Members have gone unheeded.

More attention needs to be paid to the retention of employees.

Commendations: (Area(s) of performance calling for praise/commendation)

The City Manager was praised by several Council Members for the appointment of the Human Resources Director and the Finance Director. The Human Resources Department has been stabilized and Council has had good feedback from labor partners. Labor relations and the labor management process have been much smoother. The ability to support the Classification and Total Compensation Study, which includes the philosophy, has been good. The project has been organized and transparent lending confidence to the outcome.

The City Manager was praised for other key appointments and it was noted that filling the position of Public Works Director is central to the City's success in an array of issues.

In general, the Classification and Total Compensation Study has been organized and attended to in a manner that is transparent and gives confidence to the City Council. There is good resource management and communication.

Until very, very recently, the City has struggled with constituent services (complaint management, as well as communication systems and Council Member support). Some improvements have been made (the on-line complaint system). However, constituent work that is reliable and consistent, with feedback loops back to Council Members, has been difficult. Recent action by the City Manager (under great pressure and insistence from the Council Members) has resulted in City Manager Management Interns being assigned to this task. The Council Member is hopeful that this will resolve many of the quality issues.

The City Manager is acknowledged for facilitating with Information Technology the development of a comprehensive, customer-centric change management process to support SAP. Planning is currently underway for the SAP upgrade with significant collaboration between General Government and the Public Utility Departments.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

II. FISCAL/BUSINESS MANAGEMENT

RESPONSIBILITY

- Plans and organizes the preparation of an annual budget with documentation, etc., that conforms to guidelines adopted by the Council.
- Plans, organizes, and administers the adopted budget with approved revenues and expenditures.
- Plans, organizes, and supervises most economic utilization of manpower, materials, and machinery.
- Plans and organizes a system of reports for Council that provide the most up-to-date data available concerning expenditures and revenue.
- Directs maintenance of City-owned facilities, buildings, and/or equipment.

PERFORMANCE STANDARD

Fiscal/Business Management will be considered effective when a majority of the conditions have been successfully fulfilled.

- Budget preparation and management are thorough and effective.
- Cost-effective measures are persistently pursued.
- Financial reporting is timely and readily understandable.
- Physical facilities management is efficient.

Rating: ___ 1 (Below Expectations)
 ___ 2
 3.8 (Meets Expectations)
 ___ 4
 ___ 5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

The City Manager received high praise on his ability to maintain fiscal responsibility. He is conservative in the best sense of the word; conserving the City's resources to meet priority needs, but open to opportunities as they arise.

The budget presentations and materials are concise and straightforward. By having periodic updates, the Council is kept current on the status of the City's financial affairs. Fiscal responsibility and expansion of programs are important to the quality of life of Tacoma residents.

By keeping the budget process transparent, the citizens understand more about the process. The City Manager is sensitive to the desires of the Council, but is committed in keeping the Council within budgeted parameters. His ability to find additional resources that are outside of City government (i.e. hospital money for the Encampment Elimination Project) is appreciated.

A Council Member believes a City Council Budget Committee would be helpful.

Suggestions for Improvements: (Specific area(s) that need strengthening)

It would be helpful to the Council to receive budget implications as new policies and/or projects are being discussed and if they are currently covered in the budget. For example, if there is a discussion on the potential of establishing an Office of Sustainability, the costs need to be known. There are times when staff is reluctant to come forward with information unless asked by Council.

II. FISCAL/BUSINESS MANAGEMENT continued

Suggestions for Improvements: (Specific area(s) that need strengthening)

Some comments by the Council include:

- More monitoring and attention to the maintenance of City owned facilities, such as the People's Pool, and an increased analysis and monitoring of other contract providers, such as MetroParks.
- The finishing of current and planned obligations before agreeing to take on more.
- More focus on the implementation of Council directed expenditures.
- Neighborhood projects are not being handled well.
- More alignment in discussion of the Tacoma Public Utilities budget is needed.
- The next biennium will be challenging with some revenue reductions and the need to implement the Classification and Total Compensation Study.

Commendations: (Area(s) of performance calling for praise/commendation)

A Council Member is pleased with the City's focus – albeit there needs to be some way to align with Tacoma Public Utilities to what is being done citywide. This area has not been delved into.

The uses of Council contingency funds are fair, transparent and judicious. The City has reserves and contingency funds to help through a downturn in sales tax.

The budget process continues to be transparent, predictable and well-supported.

The City Manager is responsive to Council's requests for regular financial status reports.

The City Manager is praised for the creative approach to retention of Russell.

Under the current City Manager's leadership, the City of Tacoma has received clean audit reports

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

III. RELATIONSHIP WITH MAYOR AND COUNCIL

RESPONSIBILITY

- a. Maintains effective communication, both verbal and written, with Council.
- b. Maintains availability to Council, either personally or through designated subordinates.
- c. Establishes and maintains a system of reporting to Council current plans and activities of the Staff.
- d. Plans and organizes materials for presentations to the Council, either verbally or written, in the most concise, clear, and comprehensive manner possible.

PERFORMANCE STANDARD

Relations with the Mayor/Council will be considered effective when a majority of the conditions have been successfully fulfilled.

- e. Materials, reports, presentations and recommendations are clearly and convincingly made.
- f. Facilitates Council action, including adoption of ordinances, coordinates agenda preparation and provides information and background required by Council.
- g. Communications are made in a timely, forthright, and open manner.
- h. Keeps all Council Members well-informed and involved on issues that should be addressed or monitored for possible action.
- i. Responses to requests are made promptly and completely.
- j. Recommendations appear to be thoroughly researched.
- k. Demonstrates what s/he says can be accepted at face value.
- l. Maintains respect for Council, takes a consistent position, and holds confidences.
- m. Ensures a system is in place to report to Council current plans, activities, and events of the City.
- n. Remains open and accessible to all members of the City Council equally.

Rating: ___ 1 (Below Expectations)
 ___ 2
 3.5 (Meets Expectations)
 ___ 4
 ___ 5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

The Council Member enjoys working with the City Manager – the Manager understands the role of the Council as policy makers.

The Monday reports are great and it is appreciated that the City Manager utilizes various means to communicate with the Council. The meetings with the individual Council Members are appreciated and viewed by several Council Members as the greatest strength of the Manager. He is approachable, attentive and most importantly he will stand up to inquiries he believes are outside the City's Mission. Several Council Members also mentioned that they appreciate that the City Manager tries to be impartial in working with each Member. It is challenging when dealing with a divergent group and two newcomers in meeting all of their needs. This City Manager has done well in this regard.

III. RELATIONSHIP WITH MAYOR AND COUNCIL *continued*

Comments: (Observations of Evaluators)

A Council Member believes the City Manager does a good job in interacting and informing the Council of issues. It may give the impression he spends more time in dealing with certain Council Members, but some issues need more time devoted to them and individual Council Members require more attention to certain issues.

More comments about communicating with the Council include:

- Although all members of the Council are not always aware of all the issues in front of them, the result is that there are surprises or very little time to digest information before taking a vote.
- The City Manager failed to adequately inform the Council on the BNSF negotiations – a more systematic consultation with the City Council is required.
- The City Manager needs to work closer with the City Council on City initiatives – sometimes he is too far in front of the City Council.

Sometimes the City Manager takes credit for City initiatives without giving appropriate credit to the Council or other significant stakeholders. The City Manager still needs to focus/be attentive to getting Council Member initiatives moving. One Council Member noted the City Manager's priorities get more attention than City Council or community priorities.

A Council Member has been concerned about the City Manager's approach to real estate development. The Council does not get involved in the policy choices earlier enough. The Council Member gets a sense of an increasing amount of "wheeling and dealing" behind the scenes. It is appropriate for the City Manager to manage negotiations and supervise public-private partnerships with developers. When there is a clear public policy choice to be made, the Council needs to become involved before deals get firmed up, by this the Council Member means understandings, not transactions.

Most responses to requests are made promptly, especially when requested at a Council meeting or Study Session, but less likely to be responded to when requested at a Committee meeting.

Suggestions for Improvements: (Specific area(s) that need strengthening)

Several Council Members wished more consistency in informing the Council "early and often" of proposals that may generate controversy. A better system of communicating with the Council is needed. Several suggestions offered by Council:

- It may be necessary to problem solve this either with the City Manager, Committee Chairs and Committee staff or at a Committee of the Whole meeting.
- Another suggestion would be to expand the Monday morning briefs as a communication tool.

The City Manager is still reluctant to provide necessary support staff to allow Council Members to be effective in carrying out their responsibilities.

Commendations: (Area(s) of performance calling for praise/commendation)

Council Members noted that the City Manager continues to treat each Council Member with respect, providing equal access and authority – no insiders or special treatment. The City Manager is very accessible and willing to talk about any issue and he takes responsibility for his actions.

III. RELATIONSHIP WITH MAYOR AND COUNCIL continued

Commendations: (Area(s) of performance calling for praise/commendation)

The City Manager clearly has the capacity to orchestrate complex projects which involve "layered" actions (policy discussion, stakeholder input, ordinances, hearings, etc.). He has the ability to do this in an organized sequential manner and can bring the Council along in a methodical and easy-to-understand manner. The Council Member wishes that the City Manager would use this talent consistently, not intermittently.

The City Manager supports a variety of individual Council causes, as appropriate. The Council Member has seen him assist virtually every Council Member with some project of special interest, to move it along and help it be achieved.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

IV. LONG-RANGE PLANNING/STRATEGIC PLAN

RESPONSIBILITY

- Maintains a knowledge of new technologies, systems, methods, etc., in relation to City services.
- Keeps Council advised of new and impending legislation and developments in the area of public policy.
- Plans and organizes a process of program planning in anticipation of future needs and problems.
- Establishes and maintains an awareness of developments occurring within other cities or other jurisdictions that may have an impact on City activities.
- Plans, organizes, and maintains a process for establishing community goals to be approved or adopted by Council and monitoring and status reporting.

PERFORMANCE STANDARD

Strategic planning will be considered effective when a majority of the conditions have been successfully fulfilled.

- A well-constructed, long-range strategic plan is currently in operation.
- Annual operational plans are carried out by staff members.
- An on-going monitoring process is in operation to attain quality assurance in program and project implementation.
- Program evaluation and personnel evaluation are inter-related with the strategic planning process.
- Legislative knowledge is current and complete.

MAJOR STRATEGIC GOALS

Rating: (1 = Below Expectations; 3 = Meets Expectations; 5 = Exceeds Expectations)

A safe, clean and attractive community	A diverse, productive and sustainable economy	A high-performing, open and engaged government
1 _____	1 _____	1 _____
2 _____	2 _____	2 _____
3.5	3.3	3.6
4 _____	4 _____	4 _____
5 _____	5 _____	5 _____

Comments: (Observations of Evaluators)

The City Manager is making an excellent effort to attaining a high-performing, open and engaged government. An expanded Community Based Services Program will enhance the first strategic goal.

A Council Member raised several questions: How is the City’s Strategic Plan being operationalized? The City Manager’s resistance to providing a plan was disappointing. It is not sufficient to have broad strategic goals and principles. The Council needs to understand how resources are and will be aligned to support the goals – simply talking about them is not sufficient. Do the City departments and divisions have annual work plans that are organized around the Strategic Plan?

IV. LONG-RANGE PLANNING/STRATEGIC PLAN continued

Comments: (Observations of Evaluators)

A Council Member has significant concerns about the City Manager's "process of program planning in anticipation of future needs." While the Council is kept informed about "ideas" and "concepts" that get launched, there is a serious problem informing the Council and the general public about plans for execution and project management. And, the City Manager has not done a satisfactory job of anticipating and explaining the need to link together related and interdependent "projects." This is especially true for transportation projects (street maintenance, streetcars, parking system, and coordinated planning with Sound Transit and Pierce Transit). There are several exceptions to this concern:

- Comprehensive planning/residential code update (here, the Planning Division and the Planning Commission have successfully united related policies and designed a clear, step-wise process with plenty of checkpoints).
- The Classification and Total Compensation Study.
- The retention initiative for Russell Investments.

Loss of good progress on high-performing, open and engaged government; efforts are still spotty and not well focused.

A Council Member was not convinced that the City is aware of the latest technologies and best practices. For example, telecommunications and libraries, or if there is awareness, the technology is not brought forward to the Council to determine if it is something they want to explore and/or adopt. At times there appears that there is a resistance to change and an attachment to elements that may be outdated.

Several Council Members felt the Strategic Planning process was confusing in that Council Members were told that it was their document, but permuted into the City Manager's plan. What was a list of goals and tasks gained a life of its own with the City Manager's staff retreat; with different tasks than voiced by members of the Council. Little discussion or reports have been presented to Council since that time. There was a feeling that the Strategic Plan was glossed over and that more City Council involvement was necessary. It was felt the process was overly controlled by the City Manager and staff.

Several Council Members also noted:

- The ADA work is commendable.
- There was very good effort on Russell retention.
- Reports of potential or new legislation that impacts the City and/or our work is helpful.
- While admirable, the public safety goal, the process to get there, did not adequately engage City Council.

Suggestions for Improvements: (Specific area(s) that need strengthening)

There needs to be an anticipation of questions and a need for information about execution; do not just make large pronouncements and then say that implementation will be figured out later. Come to the Council with large policy ideas/goals and come with at least a sketch of how implementation will be approached (who, who, when, where). There needs to be dialogue about the timing, the process flow and the relationship with other projects/issues that are on the horizon or in the works.

Make strategic goals that are achievable. There is concern about the 50% crime reduction target not being achieved.

IV. LONG-RANGE PLANNING/STRATEGIC PLAN continued

Suggestions for Improvements: (Specific area(s) that need strengthening)

Council has requested an updated Strategic Plan based on comments from four Study Sessions in 2008. The Council requested a document with specific goals, objectives and tactics. When will Council receive such document so it can be used in preparation for budgeting purposes? It would be helpful to Council to have staff periodically review the status of the outcomes of the Strategic Plan. Are we on track? What are the successes? Are there barriers to achievement?

In general, pay more attention to monitoring and status reporting. Give regular implementation updates. Even if a project is long-range and moving slowly, be proactive and report on it during the Manager's report (although it would be helpful to the Council Member to see it in writing, as well). Examples: Strategic Planning process that is underway; transportation planning and the crime reduction initiative.

The City Manager does keep the Council advised of new and impending legislation and developments in the area of public policy – it would be helpful to have follow-up reports of the legislative packages. The State reports are good, but unsure about the Federal items.

More focus on environmental sustainability is needed.

Commendations: (Area(s) of performance calling for praise/commendation)

The City Manager recognizes the deep seeded alienation with many of our citizens – Community Based Services is one answer. His "stretching" the goal of obtaining a safer community is laudatory. The following strong performance areas all contribute to the success of the three strategic goals: Cross-functional teams, citizen involvement, budget management and labor relations. The City Manager is especially good at working with the community to establish goals that benefit their needs. This is instrumental to assist the Council in establishing a policy that is responsive.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.

V. RELATIONSHIP WITH PUBLIC/PUBLIC RELATIONS

RESPONSIBILITY

- Plans, organizes, and maintains training of employees in contact with the public, either by phone or in person.
- Ensures that an attitude and feeling of helpfulness, courtesy, and sensitivity to public perception exists in employees coming in contact with the public.
- Establishes and maintains an image of the City to the community that represents service, vitality and professionalism.
- Establishes and maintains a liaison with private, non-governmental agencies, organizations, and groups involved in areas of concern that relate to services or activities of the City.

PERFORMANCE STANDARD

Communication services will be considered effective when a majority of the conditions have been successfully fulfilled.

- Contacts with the media are timely and credible.
- Publications are varied and consistently well-received by citizens.
- Feedback from the public and the community leadership is positive.
- City has good image with comparable organizations.

Rating: ___ 1 (Below Expectations)
 ___ 2
 ___ 3 (Meets Expectations)
 4.2
 ___ 5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

This is another area of strength for the City Manager. He has obtained a high degree of credibility with the public and the media. He has empowered the public to participate and has initiated some excellent initiatives. He is able to present the Council's policy goals, address needs, while keeping realistic expectations.

The image of Tacoma is improving. However, there are still some remnants of a community perception that there is a lack of response or lack of outreach to community stakeholders.

Employees that interact with the public often get very positive comments. One example, the transition to Management Interns representing the City at Neighborhood Councils is working well.

Comments: (Observations of Evaluators)

The City Manager has very positive relations with the media.

In most instances the City Manager is very successful working with the public – the BNSF matter is a glaring exception.

V. RELATIONSHIP WITH PUBLIC/PUBLIC RELATIONS continued

Suggestions for Improvements: (Specific area(s) that need strengthening)

The image issue continues to plague the City – until people come to Tacoma and see the change first hand.

No more surprises to neighborhood or business districts – for example, the closure of A Street.

A Council Member would like to see more effort toward media coverage that is focused on “marketing” and relying less on reporters covering stories. There have been some very positive stories about Tacoma in various publications that do not receive mention or are publicized.

Again, the lack of staff support to the City Council is apparent.

Commendations: (Area(s) of performance calling for praise/commendation)

The City Manager has done a good job of working with local media and is readily accessible and meets with them regularly. He is skilled at media relations and has never embarrassed the City with an off-hand or inappropriate remark.

Overall, the City’s reputation has improved in the media. Some of the credit goes to the City Council and some to the City Manager. The City Manager has put effort into highlighting the successes of the City.

He also does a very good job of being accessible to the public.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager’s self-evaluation form.

VI. INTERGOVERNMENTAL RELATIONS

RESPONSIBILITY

- Maintains awareness of developments and plans in other jurisdictions that may relate to or affect City government.
- Establishes and maintains a liaison with other governmental jurisdictions in those areas of service that improve or enhance the City's programs.
- Maintains communications with governmental jurisdictions with which the City is involved or interfaces.

PERFORMANCE STANDARD

Intergovernmental relations will be considered effective when a majority of the conditions have been successfully fulfilled.

- Sufficient activity with municipal and professional organizations.
- Regarded as leader by municipal officials.
- Provides examples of good ideas from other jurisdictions.
- Positive relationship with surrounding cities.
- Good cooperation with County and State agencies.
- Understands problems of other agencies and jurisdictions in achieving City objectives.
- Constructively cooperative in interacting with other agencies and jurisdictions in achieving City objectives.

Rating: ___ 1 (Below Expectations)
 ___ 2
 3.6 (Meets Expectations)
 ___ 4
 ___ 5 (Exceeds Expectations)

Comments: (Observations of Evaluators)

A Council Member noted the City Manager excels here – with national, state and local groups. He has improved these relationships greatly and has encouraged Council Members to become more engaged. Another Council Member supports the City Manager's continued involvement in his national city managers' organization.

A Council Member noted that intergovernmental relationships and large projects take time to develop and it is only possible to detect a "style" or pattern over a long period of time.

A Council Member has received feedback from public executives and other sector leaders that the City Manager does not initiate conversations or coordinate work. Rather, the City Manager has acquired a reputation for leading the charge without properly giving other executives a heads-up or seeking their involvement. When executives reach out, they often report that the City Manager is not responsive, or does not appear to be interested in their concerns.

Several Council Members noted the City Manager meets with neighboring City Managers and though it is challenging to find efficiencies and common interests, the outcome of the meetings are not reported on.

VI. INTERGOVERNMENTAL RELATIONS continued

Comments: (Observations of Evaluators)

The City Manager should continue to push Tacoma's agenda locally, regionally and nationally. Also, there should be more partnerships formed on projects affecting regional responsibilities.

Suggestions for Improvements: (Specific area(s) that need strengthening)

More communication from the City Manager on his discussions with other jurisdictions would be helpful.

Encourage the City Manager not to view challenging situations with other entities as a win-lose proposition.

It was noted by several Council Members that there needs to be more communication and pursuit of shared services and cooperative efforts with other jurisdictions, especially Pierce County. By a proactive outreach to other executives and by recognizing and understanding the issues and challenges their jurisdictions face, the Council can more readily work toward achieving Tacoma's objectives. There should be emphasis on the opportunity for collaboration.

Commendations: (Area(s) of performance calling for praise/commendation)

The City Manager excels here – with national, state and local groups. He has improved these relationships greatly and has encouraged Council Members to become more engaged. The relationship with state and federal officials regarding key legislation, budget has been improved by his efforts. Investments in key City staff and contractors have paid off. Also, the City Manager does a very good job of monitoring the "landscape."

The City Manager continues to work on issues with Metro Parks, the Port of Tacoma and its Director, the Department of Transportation, the Puyallup Tribe and the School Superintendent. While these efforts are helpful to the City, focus does need to be made at a state level also.

Several Council Members appreciated the presentation of open spaces to Council and the community by the presenter from Denmark.

Comments of the CM: (Responses to any of the evaluations/comments/suggestions/commendations)

See attached City Manager's self-evaluation form.