



2017-2018
CITY OF
TACOMA

BIENNIAL
BUDGET

CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY



CONTINUOUS
IMPROVEMENT

TacomaData

What Works Cities

- Performance Management Framework – Connect Performance Management to Tacoma 2025 (community goals and indicators)
- Open Data – Policy and inventories
- Staff Workshops – two workshops on both performance measures and open data
- Regional Workshops and Community of Practice – Seattle, Anchorage, Bellevue, and Tacoma met to discuss scope of work, barriers, successes, and places for regional cooperation

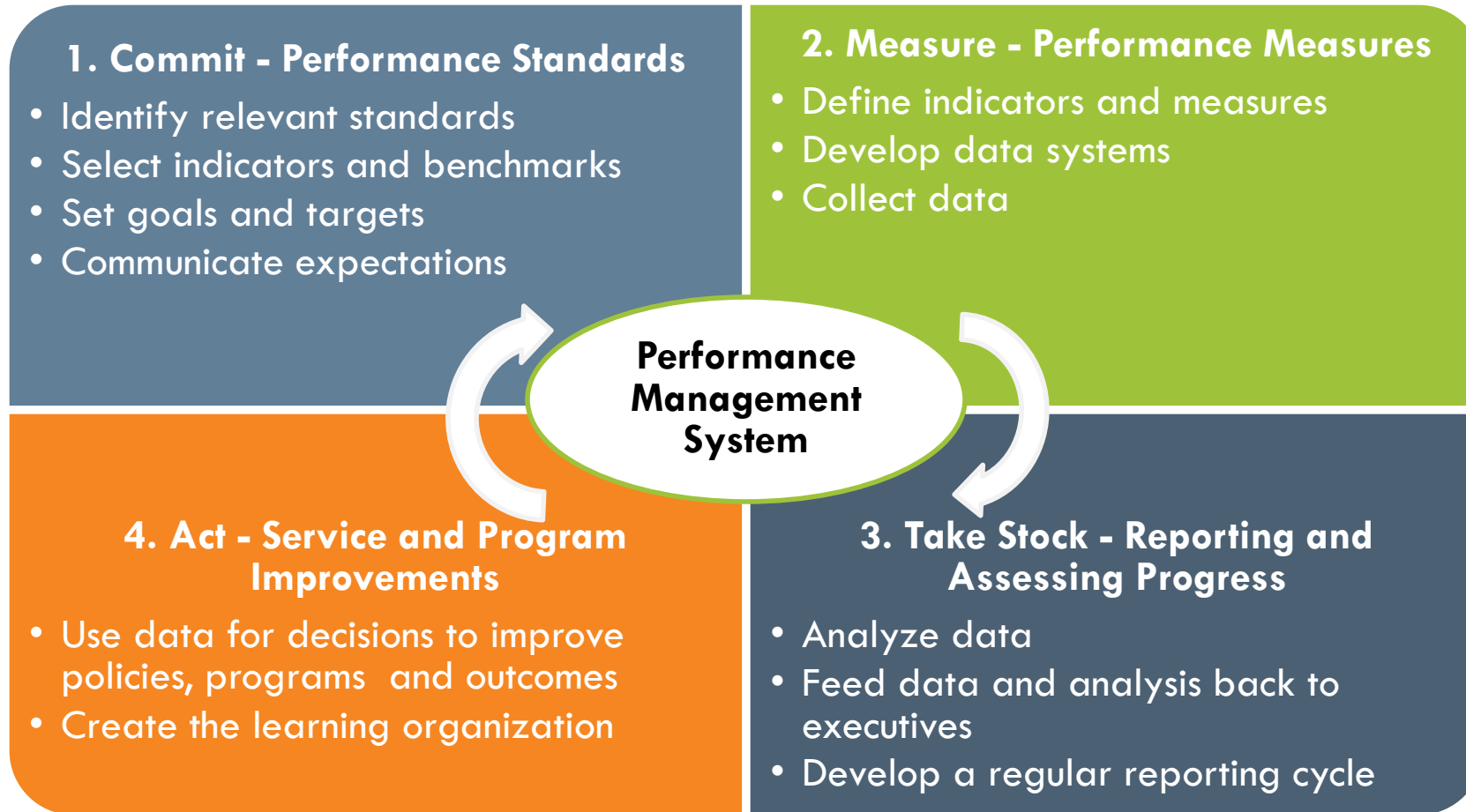
What is performance management?

Performance management is the **systematic process** by which an agency **involves its employees**, as individuals and members of a group, in **improving organizational effectiveness** in the accomplishment of agency mission and goals.

US Office of Personnel Management



Performance Management System



Start with Commit and Measure

- Tacoma 2025 Measurable Goals (10 year targets)
- 10 Year Departmental Measureable Goals (Develop 10 year and 2 year targets)
- Performance Measures

A key component is
talking about performance
without complicating it

Breaking Down the Goal Statement

Strategic Priority

(e.g. High Performing Government, Safer Streets)

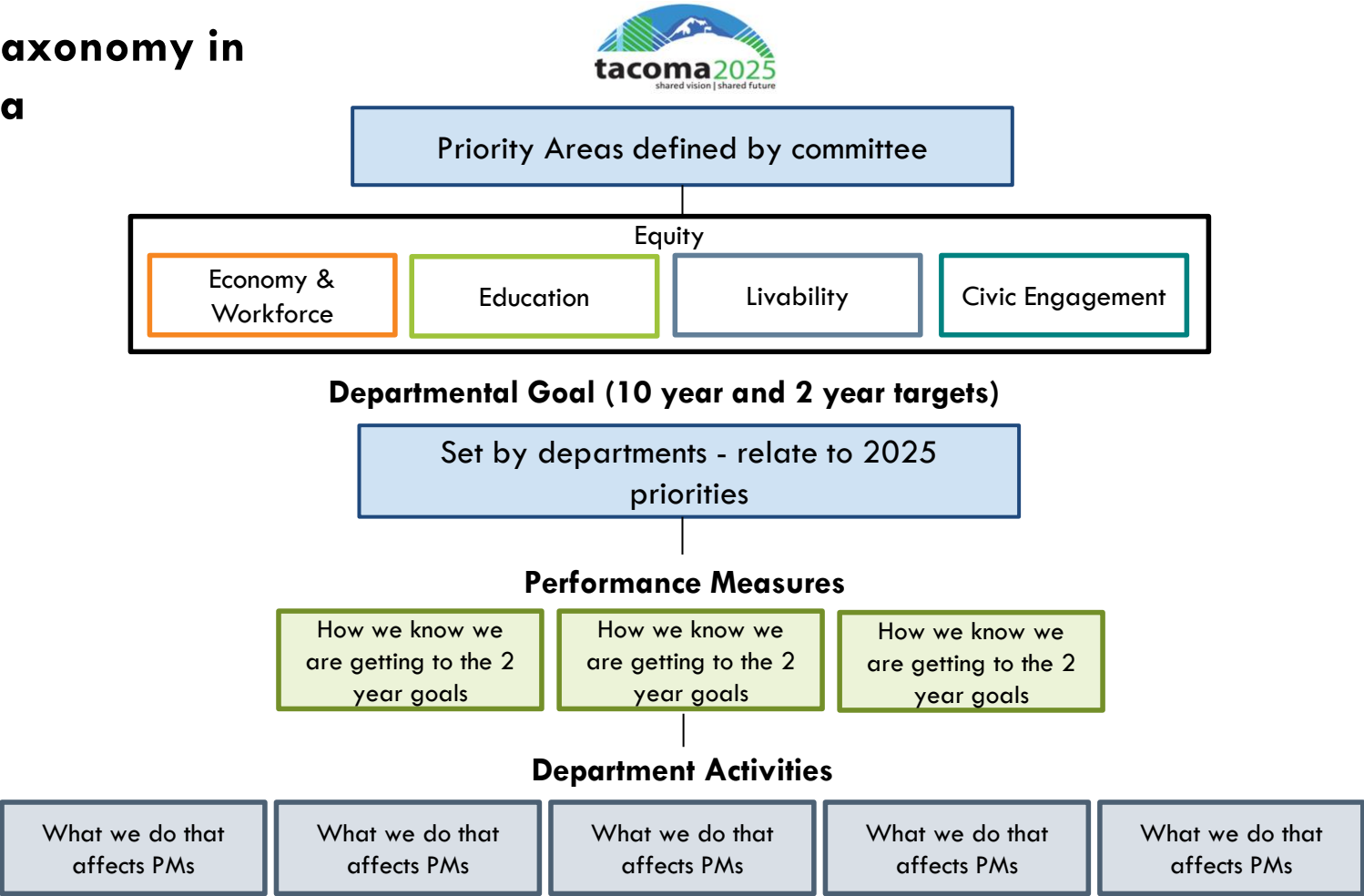
What are you trying to achieve?
(outcomes)

How do you know you've succeeded?
(measures and targets)

What can you do to influence these outcomes?
(programs and activities)

Who is ultimately responsible for the goal?
(department)

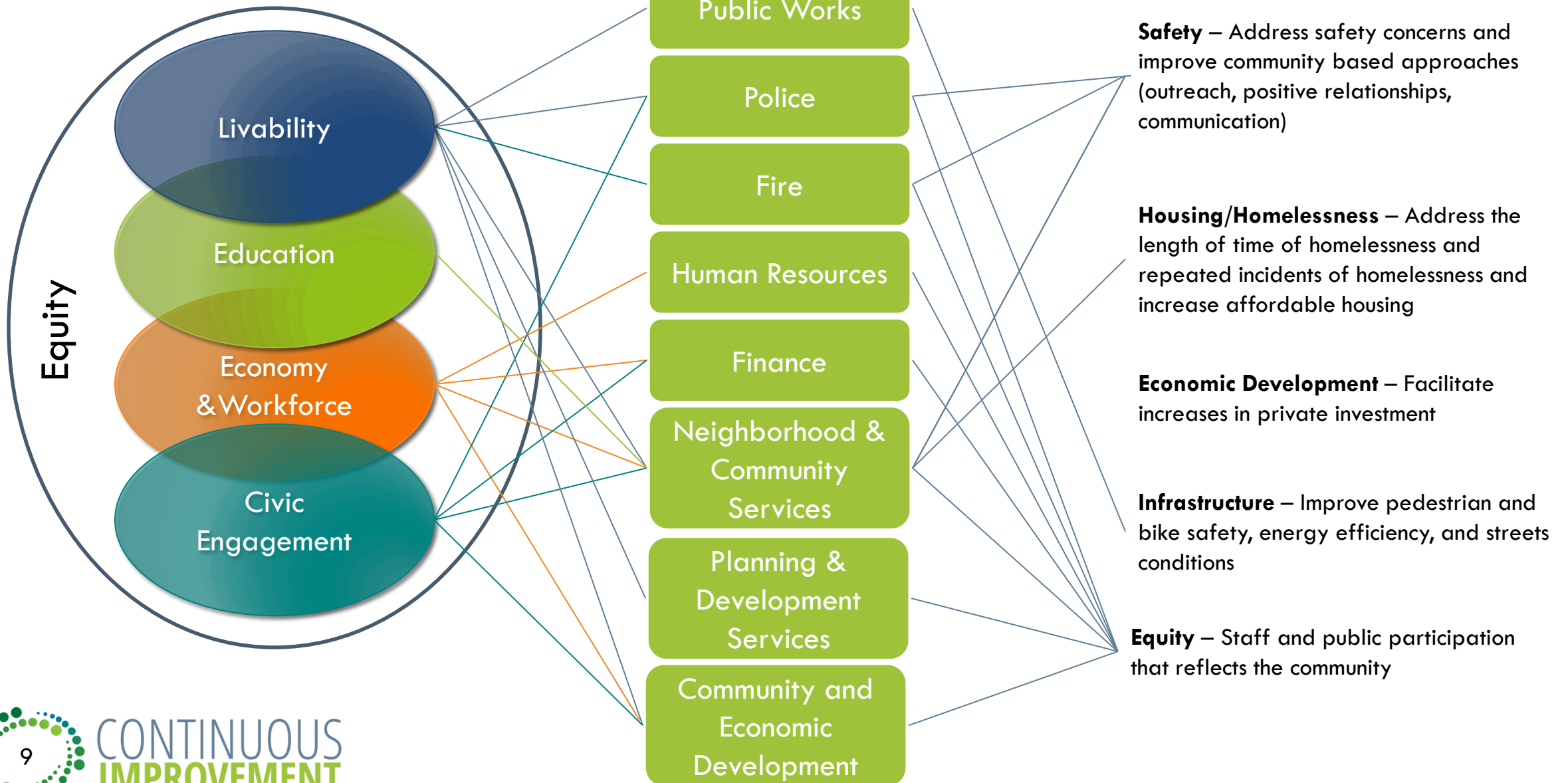
Goal Taxonomy in Tacoma



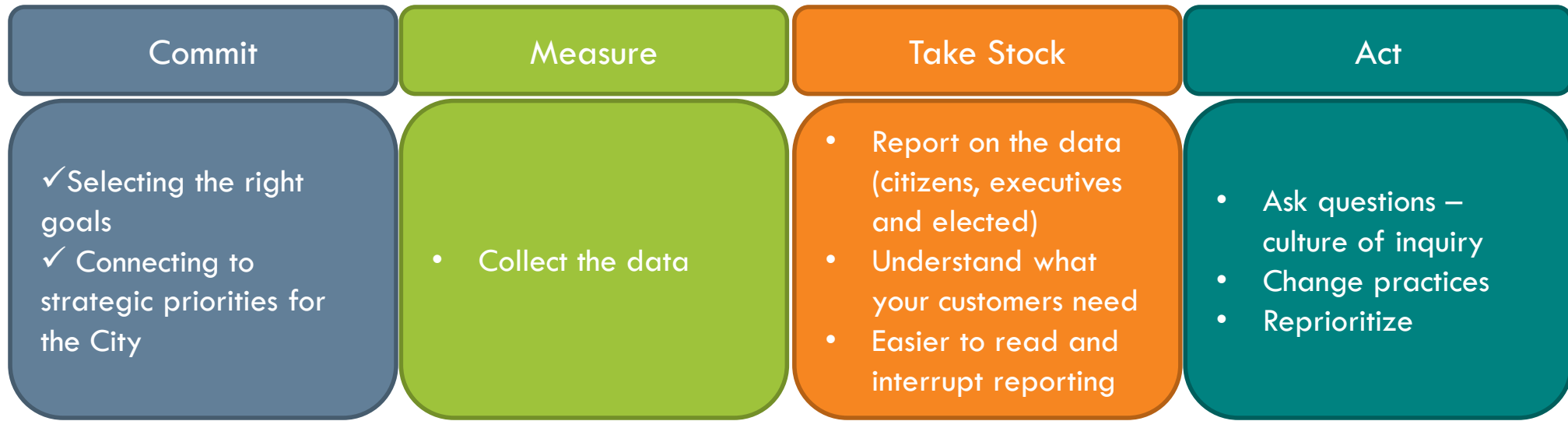
Tacoma 2025

Departmental 10-Year Goals

Council and City Manager Priorities for 2017-2018



So what...does this work help us improve what we do



Reporting

2016

Report to Council on 2015 Accomplishments

Council Development of 2016 Goals
and 2017-2018 Priorities for the
Budget

City Manager 2016 Goals

Department Plans to Accomplish CM
Goals

Quarterly Reports on Initiative and
Performance Management

Year End Report on Department Accomplishments

Year End Report on City Manager Accomplishments

2017

Report to Council on 2016 Accomplishments

Review 2017-2018 2-year goals and
implementation plans

Quarterly Reports on Initiatives and Performance
Management

Quarterly Stat Meetings on key goals

Year End updates of quarterly reports

Data Based Decisions and Conversations

“Stat” Programs

- Regular discussions about city performance using data and evidence to drive management
- Provides a routine forum for analysis and examination of data
- Makes the data the basis of decisions for staff, management, and executive leadership

For Tacoma

- Based on 2-year goals
- Cross departmental discussion about link between initiatives and progress on Council’s 2-year goals using data and evidence
- Convene staff and executives for these discussions in 2017-2018

What does success look like?

- Data is a part of our conversations
- Departments can identify their goals and measurably report on trends and their performance
 - Share our successes
- Determine if programs are successful
- Connect to decision making
 - Budget – [Budget Reporting](#)
- Citizens can learn about the city's performance in key areas
 - Streets – tacomastreetinitiative.org
 - Crime – [Crime Activity Map](#)
 - Future – Homelessness, Housing, Equity, & Economic Development



2017-2018
CITY OF
TACOMA

BIENNIAL
BUDGET

CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY



CONTINUOUS
IMPROVEMENT

TacomaData