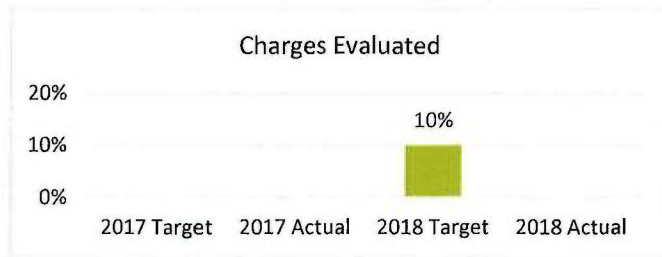# Goals and Performance Metrics

Goal 1: Fair and Equitable Charging and Prosecution

In order to minimize the influence of unconscious bias in charging and prosecution, the City Attorney's Office will develop and implement an evaluative tool for 10% of identified charges by 2018.

Charges Evaluated

	2017 Target	2017 Actual	2018 Target	2018 Actual
			10%	

Update:

The City Attorney's Office and University of Washington Livable Cities Program are working on a project to examine disparities in the prosecution of misdemeanors in the City of Tacoma. Consultants are conducting a literature review, creating a project scope and research questions, collecting data and conducting data analyses where applicable, and will provide recommendations in June 2018. Project work is ongoing.

Why is this goal important?

By developing a tool to evaluate unconscious bias, the City Attorney's Office will be better able to implement practices to minimize the influence of unconscious bias in charging and prosecution. Achieving this goal will contribute to the City's goal of realizing equity in the provision of City services and improve the lives of the community by increasing public trust and ensuring equitable impacts for victims and offenders.

What will we do?

The City Attorney's Office will develop and implement a pilot evaluative tool for 10% of identified charges. The tool will show marked and continuous improvements in any identified areas where bias is impacting charges or prosecution practices.

Evaluative Tool Created

2017 Target	2017 Actual
100%	0%

Evaluative Tool Adopted

2018 Target	2018 Actual
100%	

Goal 2: Transparency through Automated Records Management System

In order to increase transparency of City government and access to public records, the City Attorney's Office will support the implementation of the Tacoma Information Management System (TIMS).

Update:

The City Attorney's Office implemented TIMS on April 30, 2018. The CAO is continuing to pilot the system and provide feedback to the vendor and City project team. The CAO will participate with the project team in making a recommendation on further deployment of the system by the end of the third quarter 2018.

Why is this goal important?

The City wants to enhance the management and tracking records. The community will benefit from more timely and complete access to public records. City staff will benefit through increased efficiency in record searching and retention compliance.

What will we do?

The City Attorney's Office will complete departmental inventories, build system information architecture, develop retention schedules, and begin metadata mapping with the assistance and support of other City departments.

Goals and Performance Metrics

City Attorney's Office

In order to reduce legal risk and provide equitable, effective, and efficient services, the City Attorney's Office will develop and implement proactive outreach policies and increase City Attorney's Office trainings by 5% by 2018.

Department-Sponsored Trainings

| Category	Value
2016	21
2017 Target	21
2017 Actual	9
2018 Target	22
2018 Actual	10

Why is this goal important?

The City Attorney's Office desires to increase proactive legal services, including opportunities for training, in order to better incorporate best practices in City services and improve the accuracy and efficiency of service delivery.

What will we do?

The City Attorney's Office will evaluate training gaps and develop and implement proactive outreach policies for internal staff.

Goal 1: Confidence in City Government

In order to build confidence, the City Manager's Office will communicate and engage with the Tacoma residents so that at least 70% of residents of Tacoma express trust in the City by 2018.

Resident Confidence in the City

	2014	2018 Target	2018 Actual
	32%	70%	54%
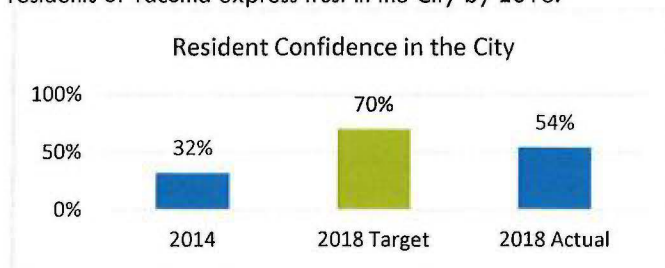
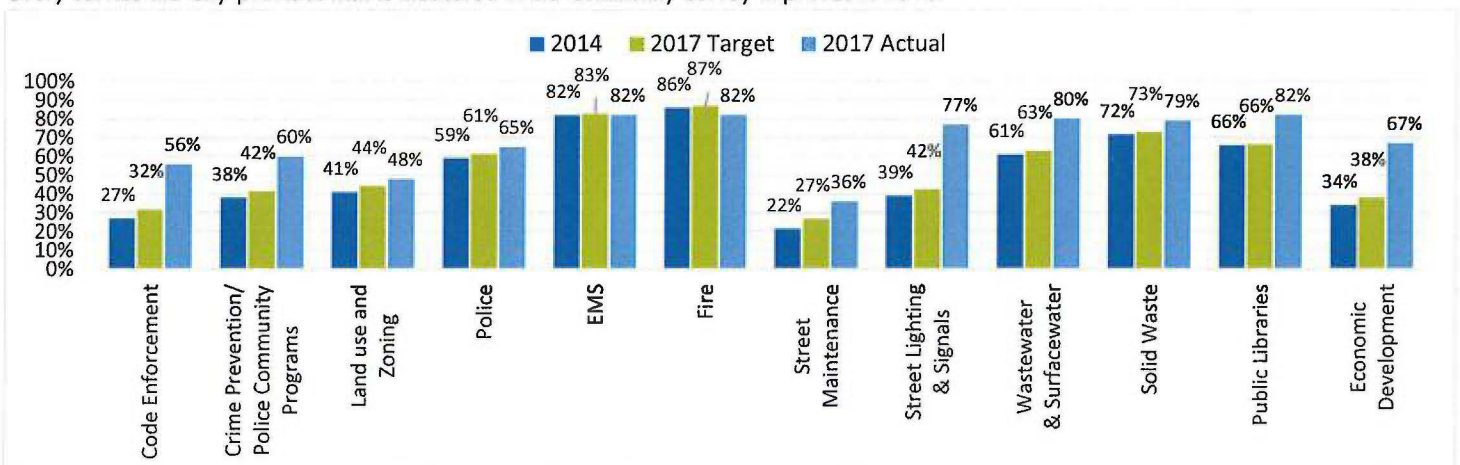### Why is this goal important?

In the last National Citizen Survey in 2014, only 32% of respondents stated they had confidence in the City. This result was lower than benchmark cities and demonstrated that residents have low levels of confidence in the City of Tacoma. As the City works to improve relationships and trust, residents wellbeing will improve as people feel more represented by the City.

What will we do?

The City Manager's Office will coordinate with, support, and empower City departments to improve their relationships and engagement with the community. This metric will be measured annually.

Goal 2: Service Quality

In order to ensure service quality, the City Manager's Office will coordinate, support, and empower City departments so that satisfaction with every service the City provides that is measured in the Community Survey improves in 2018.
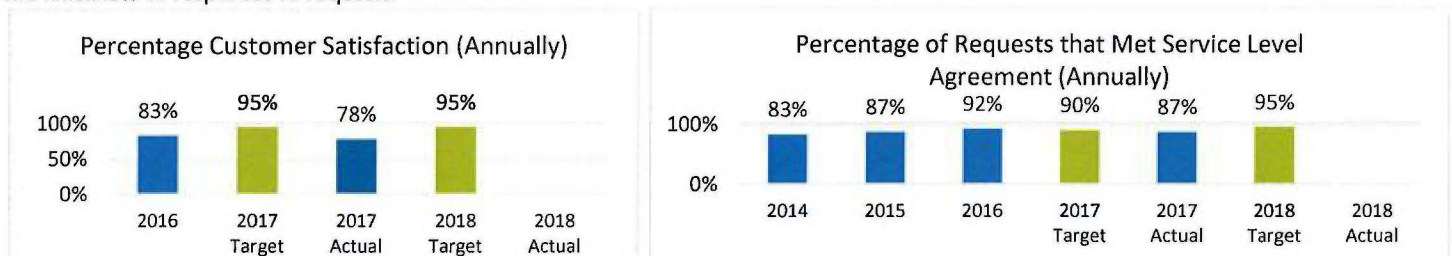

Why is this goal important?

The Community Survey indicates that there are low levels of resident satisfaction with City services. In order to achieve this goal, the City will operate in a more customer-centric fashion resulting in a higher quality of life for Tacoma residents.

What will we do?

The City Manager's Office will coordinate, support, and empower the City Manager's Office divisions and City departments to improve service quality. In addition, the Customer Support Center will continue to provide quality service and monitor customer satisfaction levels and the timeliness of responses to requests.

Percentage Customer Satisfaction (Annually)

2016	2017 Target	2017 Actual	2018 Target	2018 Actual
83%	95%	78%	95%	

Percentage of Requests that Met Service Level Agreement (Annually)

2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
83%	87%	92%	90%	87%	95%	

In order to improve the equity of City services, the City Manager's Office will coordinate with and empower its divisions and all City departments to ensure equitable access to City services as indicated by increasing to 6 the number of City-provided services with no statistically significant differences between satisfaction of respondents of different councilmanic districts as reflected in the National Citizen Survey.

Percentage of Services with No Staistically Significant Difference Between Councilmanic Districts*

	2010	2014	2018 Target	2018 Actual
	33%	42%	50%	17%
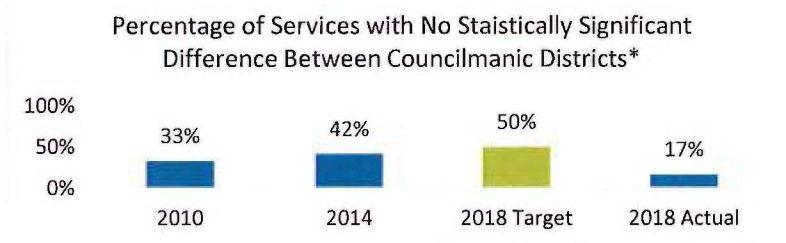
*Police, Fire, Ambulance/EMS, Crime Prevention, Street Repair, Street Lighting, Traffic Signal Timing, Solid Waste, Storm Drainage, Sewer Services, Land Use/Planning/Zoning, Code Enforcement, and Economic Development

Why is this goal important?

The City Manager's Office is working to address inequitable access to services, a workforce that is not reflective of the community, and inequitable engagement and empowerment in local decision-making. Residents will have access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential.

What will we do?

The City Manager's Office will continue to support the Office of Equity and Human Rights, Customer Support Center's Tacoma311 service, the Media and Communications Office, and Tacoma 2025 strategic plan.

Goals and Performance Metrics   Environmental Services

In order to support a sustainable community, Environmental Services will educate citizens, provide customer incentives, and provide outreach programs to increase waste diversion from landfilling 4% by 2018.

For more information about this goal, please visit data.cityoftacoma.org.

In order to ensure service excellence, Environmental Services will increase customer satisfaction with Environmental Services utilities 2% over the 2016 baseline by 2018.

	Customer Satisfaction			
2				
-				
	2017 Target	2017 Actual	2018 Target	2018 Actual

Update:

Baseline goal data were developed in Q1. ES is currently establishing a strategic plan and metrics (anticipated for Q3 2018).

Why is this goal important?

Environmental Services customers rate the Department's services as fair to good. The goal is for customers to rate utility services as excellent.

What will we do?

Environmental Services will strengthen and maintain service quality control mechanisms. Staff will conduct a baseline customer survey to determine areas that need improvement, develop a coordinated customer service process, and continuously improve the culture of the department to increase customer satisfaction with Environmental Services utilities.

In order to accurately plan for replacement of sewer pipes, Environmental Services will perform a condition assessment (video inspection) on 95% of all stormwater sewer pipes and sanitary sewer pipes by 2018.

For more information about this goal, please visit data.cityoftacoma.org.

Goals and Performance Metrics **Finance**

In order to increase the financial health of the City of Tacoma, the Finance Department will receive good ratings from independent reviewing agencies by increasing the City's bond rating to AA by 2018 and continuing to receive no audit findings.

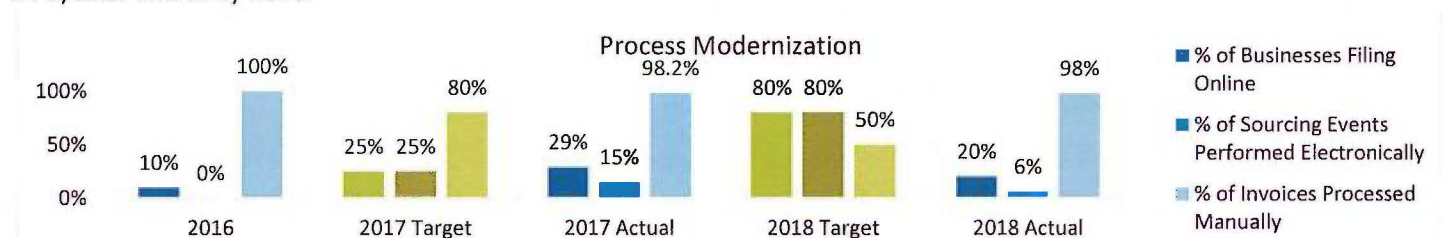| General Obligation Bond Rating	2012	2013	2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
Fitch	A+	A+	A+	A+	A+	A+	AA	AA	
Moody's	Aa2	Aa3	Aa3	Aa3	Aa3	Aa3	Aa3	Aa2	
Standard & Poor's	AA	AA	AA	AA	AA	AA	AA	AA	
Audit Findings	0	0	0	0	0	0		0	

Why is this goal important?

It is necessary to watch reserve levels, follow sound financial policy, and regularly review financial processes in order to be a well-run, innovative City. Failure to follow these practices could lead to long-term instability and create new financial emergencies for the City. Good financial practices, indicated by high bond-ratings, allow the City to spend less money on financing expenditures and more money providing goods and services to residents.

What will we do?

To maintain good bond ratings, the Finance Department will perform a variety of best practices such as regularly maintaining reserve levels and financial performance. The department will also produce timely and accurate reports in a transparent manner, meet legal deadlines, and avoid audit findings.

Unassigned General Fund Revenue Levels

2012	2013	2014	2015	2016	2017 Target	2017 Actual
13%	24%	25%	28%	25%	20%	29%

Amount of Outstanding LTGO Debt (in millions)

2015	2016	2017 Target	2017 Actual
$236	$233	$221	$245

Legally Available LTGO Capacity (in millions)

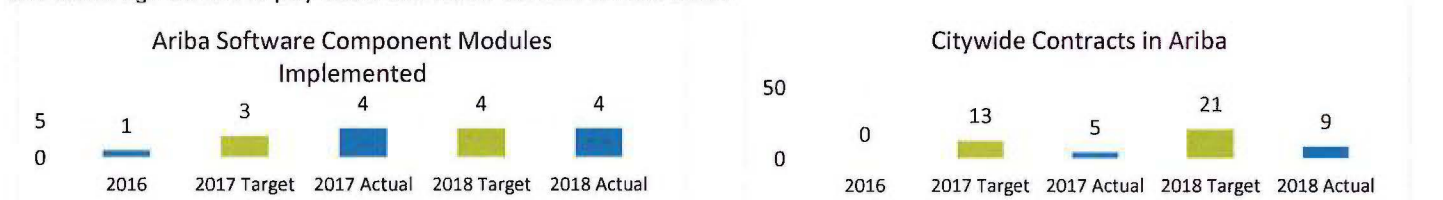| 2015	2016	2017 Target	2017 Actual
$49	$47	$65	$67

In order to improve financial operations, the Finance Department will focus on modernizing major processes in Tax & License and Procurement & Payables division by 2018.

Process Modernization

Legend:
- % of Businesses Filing Online
- % of Sourcing Events Performed Electronically
- % of Invoices Processed Manually

	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
% of Businesses Filing Online	10%	25%	29%	80%	20%
% of Sourcing Events Performed Electronically	0%	25%	15%	80%	6%
% of Invoices Processed Manually	100%	80%	98.2%	50%	98%

Why is this goal important?

Many of the City's financial processes are inefficient, manual, and paper-based, which cause them to be slower and prone to errors. Improving these processes will increase access to critical information, improve processing times, and reduce the number of errors.

What will we do?

During the 2017-2018 biennium, the Finance Department will implement new purchasing software (SAP Ariba), build new citywide contracts, and encourage citizens to pay taxes and renew business licenses online.

Ariba Software Component Modules Implemented

2016	2017 Target	2017 Actual	2018 Target	2018 Actual
1	3	4	4	4

Citywide Contracts in Ariba

2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	13	5	21	9

Goal 2b: Financial Operations

In order to increase the equity and quality of the work environment for workers in Tacoma, the Tax & License Division will increase the number of businesses self-reporting as in compliance with employment standards on their business renewals to 100% by 2018. This will be measured on an annual basis.

For more information about this goal, please visit data.cityoftacoma.org.

Goal 3: Financial Materials

In order to improve the readability of financial materials to increase financial transparency, the Finance Department will create a more appealing, visual, and readable document based on the information found in the CAFR in 2018.

Days to Complete the CAFR after Year End Closing

	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	150	150	140		130	

Update:

CAFR has not been completed yet. Finance will be able to provide days to completion in the Q3 2018.

Why is this goal important?

The CAFR and other financial documents have a wealth of information that is not easily accessible to citizens. Improving the readability and accessibility of these reports will increase citizen understanding of the City's financial operations and build trust in its financial management.

What will we do?

In order to increase public consumption of the CAFR, the Finance Department will make the documents publicly available, create a fun and visual CAFR document, and explore additions to the document such as "Top 10 Things You Should Know about Tacoma."

Goals and Performance Metrics

Hearing Examiner's Office

In order to increase the efficiency of the process, the Hearing Examiner's Office will increase the timeliness of hearings scheduled and timeliness of decisions issued through the hearing process by 2% by 2018.

Time between Filing a Case and First Hearing Date Offered

2017 Target	2017 Actual	2018 Target	2018 Actual
5	2.2	3.0	1.6
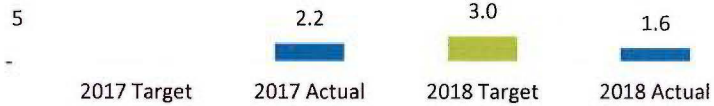
Why is this goal important?

Delays in holding a hearing or in issuing a decision after hearing inhibit peoples' ability to move forward with their business. In some cases, delays could result in increased costs. Increasing efficiency in processing cases will improve the timeline for resolving disputes. In some types of cases, this will enable projects to move forward toward completion more quickly. In other cases, citizens will promptly receive information that is needed to plan for necessary improvements to their property or modifications to their activities.
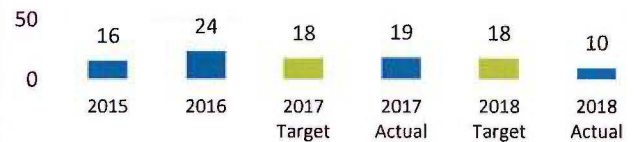
What will we do?

The Hearing Examiner's Office will begin monitoring times for setting hearings and issuing decisions in 2016 and develop strategies to reduce time in each category over the following 2 year period.

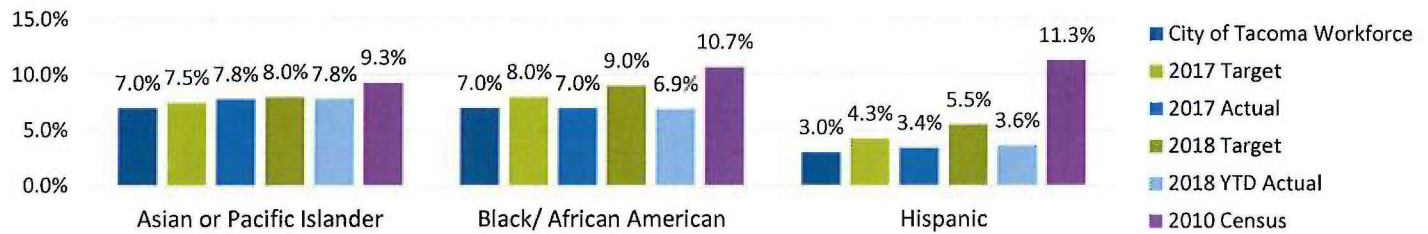### Average Time Between Case Filing and Hearing (Days)

2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
58	59	55	64	55	60

Average Time Between Hearing Record Close and Decision Issuance (Days)

2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
16	24	18	19	18	10

Goals and Performance Metrics   Human Resources

In order to attract and retain staff that reflects the racial demographics of the City of Tacoma residents, the Human Resources department will develop and implement recruitment, outreach and hiring strategies to communities of color to achieve the equity target by EEO category that will reduce the diversity gap across City's current workforce by 2018.

Chart legend:
- City of Tacoma Workforce
- 2017 Target
- 2017 Actual
- 2018 Target
- 2018 YTD Actual
- 2010 Census

Asian or Pacific Islander: 7.0%, 7.5%, 7.8%, 8.0%, 7.8%, 9.3%
Black/ African American: 7.0%, 8.0%, 7.0%, 9.0%, 6.9%, 10.7%
Hispanic: 3.0%, 4.3%, 3.4%, 5.5%, 3.6%, 11.3%

Why is this goal important?

The Human Resource Department will work to eliminate structural and institutional barriers in the City's hiring and promotional processes. By creating employment pathways, the City of Tacoma can improve the economic stability for the Tacoman community and residents. Promotional opportunities produce an engaged workforce that increases productivity and public service.

What will we do?

The Human Resources Department will implement a competency model for hard-to-recruit positions to assist in succession planning and future workforce training and development. In order to gain additional information on the City's hiring and recruitment processes, the Human Resources Department will collect and report on the diversity of the City's applicant pool.

In order to improve workforce planning and retention, the Human Resources Department will define a data driven decision-making model to identify, collect and interpret workforce attrition trends and recruitment strategies.

Update:

Human Resources department is currently developing a model to support workforce planning and retention.

Why is this goal important?

The goal will increase transparency and accessibility to communities of color in the recruitment and hiring process to support a workforce that reflects the communities the City serves. We will develop a talent pipeline that largely includes current Tacoma residents who are also customers of the services the City provides. Additionally, the City will be positioned to develop the current workforce for promotional opportunities within the City, thus decreasing the cost incurred from vacancy rates for positions that are hard-to-fill and/or unique positions requiring knowledge of the City of Tacoma organization, history, and culture.
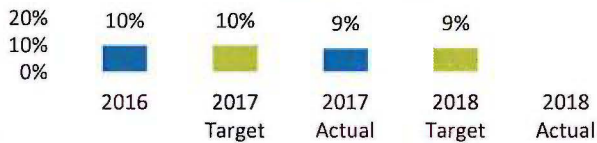
What will we do?

The Human Resources department will develop a data model for workforce planning, analysis, and desired reports (separations, retirements, promotions, transfers, etc.) to assist the City with workforce planning tied to strategic business plans.
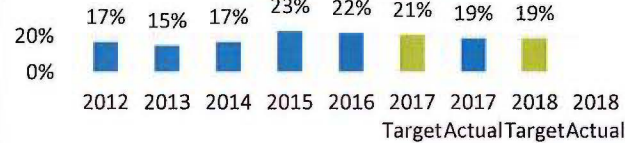
Goal 3: Healthy Workforce

In order to improve City employees' health outcomes, the percentage of claims paid for active participants with chronic disease conditions will remain even or be reduced through the use of the Tacoma Employee Wellness Program.

Percentage of Regence Participants with Chronic Conditions Claims*

Year	Value
2016	10%
2017 Target	10%
2017 Actual	9%
2018 Target	9%
2018 Actual	

Percentage of Kaiser Permente Participants with Chronic Conditions Claims*

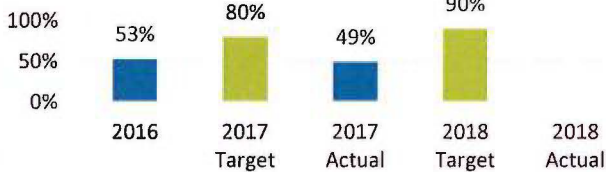| Year	Value
2012	17%
2013	15%
2014	17%
2015	23%
2016	22%
2017 Target	21%
2017 Actual	19%
2018 Target	19%
2018 Actual	

Why is this goal important?

Chronic diseases are ongoing, often preventable, and frequently manageable through early detection, improved diet, exercise, and treatment therapy. A more engaged, healthy and productive workforce serving the Tacoma community would also incur lower healthcare costs as well as reduced costs associated with absenteeism.
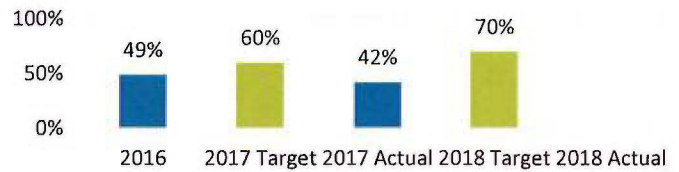
What will we do?

The Human Resources department will implement wellness program enhancements and deliver health and wellness education to employees.
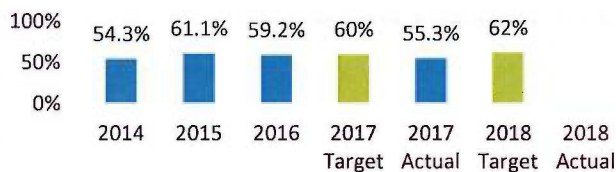
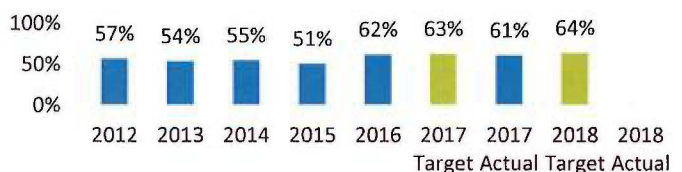### Participation During Incentive Tracking Period*

Year	Value
2016	53%
2017 Target	80%
2017 Actual	49%
2018 Target	90%
2018 Actual	

Completed Incentive Requirement*

Year	Value
2016	49%
2017 Target	60%
2017 Actual	42%
2018 Target	70%
2018 Actual	

Percentage of Regence Participants with Preventative Claims*

Year	Value
2014	54.3%
2015	61.1%
2016	59.2%
2017 Target	60%
2017 Actual	55.3%
2018 Target	62%
2018 Actual	

Percentage of Kaiser Permente Participants with Preventative Claims*

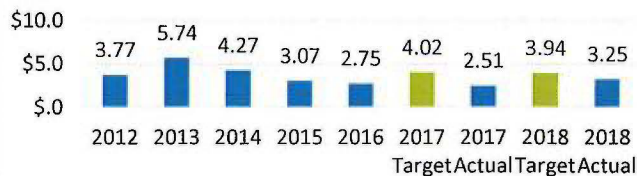| Year	Value
2012	57%
2013	54%
2014	55%
2015	51%
2016	62%
2017 Target	63%
2017 Actual	61%
2018 Target	64%
2018 Actual	

*Measure is annually reported.

Goal 4: Safe Workplace

In order to improve the safety of City employment, the Human Resources Department will implement practices and policies in Risk Management to reduce financial loss of the City due to claims by 6% by 2018.

Number of Injuries

	2012	2013	2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	411	417	373	338	334	323	263	200	249

Incurred Claims Cost (Millions)

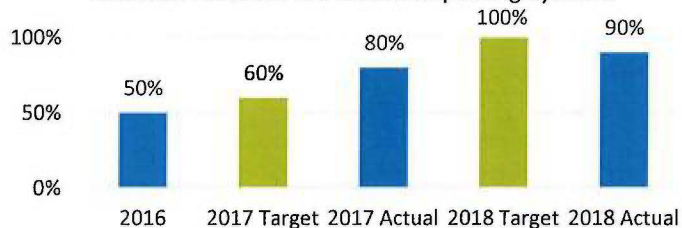|	2012	2013	2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	3.77	5.74	4.27	3.07	2.75	4.02	2.51	3.94	3.25

Why is this goal important?

The City experiences a high number of unsafe acts, unsafe conditions, accidents, and injuries. Lowering injuries will reduce cost of work and improve morale of the workforce, which results in satisfied customers and lower operating costs.
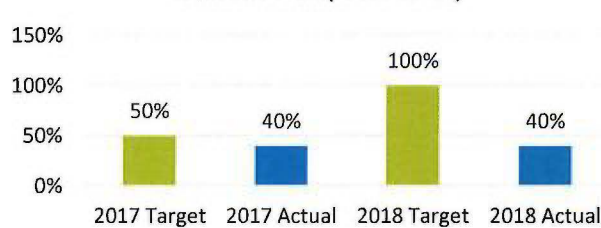
What will we do?

Implement key elements of a world-class Safety Management System to improve the safety culture. To begin the department will establish an Accident & Incident Reporting System.

Establish Accident & Incident Reporting Systems

	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	50%	60%	80%	100%	90%

Establish 3-Steps for Safety

	2017 Target	2017 Actual	2018 Target	2018 Actual
	50%	40%	100%	40%

Goals and Performance Metrics

Information Technology

Goal 1: Digital Citizen Engagement

In an effort to enhance civic engagement, the Information Technology Department will partner with City business units and technology service providers to deliver innovative technology applications that enable citizen engagement, services growth, and business efficiency.

For more information about this goal, please visit data.cityoftacoma.org.

Goal 2: Digital Equity

In order to reduce the digital divide in the community, the Information Technology department will establish the City's Digital Equity Program by identifying goals, resources, and strategies designed to address digital divide issues in the community.

Why is this goal important?

The Information Technology Department is working to address the fact that approximately 20% of Tacoma households citywide do not have access to the Internet. Additionally, the Department is trying to identify and resolve disparity issues for certain neighborhoods within Tacoma where 40% or more of households do not have access to the Internet. Access to the Internet is essential for education and employment opportunities, healthcare, government services, and community involvement. By achieving this goal the City can expect benefits such as decreased unemployment rates, increased per capita income, higher graduation rates, and potentially lower crime rates.

What will we do?

The City's first action is to establish the City's Digital Equity Program by identifying goals, resources, and strategies designed to address digital divide issues in the community. The department will collect and report on data pertaining to the percentage of Tacoma census tracks above 80% fixed broadband and mobile penetration as well as the affordability of internet services.

Update:

ITD has deployed Wi-Fi services and public access computers at the homeless transitional centers in 2017. Plan is being developed for future work on this program.

Goal 3: Digital Workplace

In order to become a digital workplace, the Information Technology department will deliver major technology infrastructure services and business application projects that enable mobility, sustainability, and resiliency of City business and services.

For more information about this goal, please visit data.cityoftacoma.org.

Goal 4: Smart Technology in City Operations

In order to improve the efficiency of operations, the Information Technology department will establish a Smart City program and governance for City of Tacoma to facilitate the enablement of Smart Technologies.

Update:

ITD is currently in the early planning phases of this project.

Why is this goal important?

The City has no overarching Smart City strategy and an incomplete governance structure to support synergistic efforts to advance Smart City programs. By establishing Smart City technology platforms, the Information Technology department will help improve services for citizens (examples include reduced traffic congestion, improved commute times, improved neighborhood safety), increase the efficiency of City government (lowered cost of meter reading, improved response times for repairs to City infrastructure, reduced damage claims against the City), and support collaborative and informed business processes (automated dispatch of resources, improved situational awareness for first responders).

What will we do?

The Information Technology Department will develop a Smart City strategy for Tacoma in 2017-2018 and prioritize programs and activities for 2019 and beyond.

Goal 5: Cybersecurity and Resiliency

In order to ensure protection of citizen information and resiliency in government and utility services, the Information Technology department will improve cybersecurity boundary defenses through a 30% reduction of malware successfully introduced through email and malicious or compromised websites and reduce the time to resolve external network vulnerabilities by 50% by 2018.
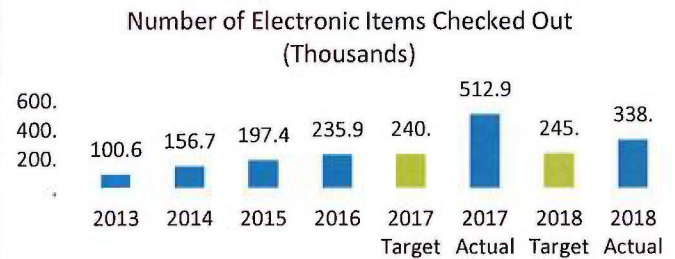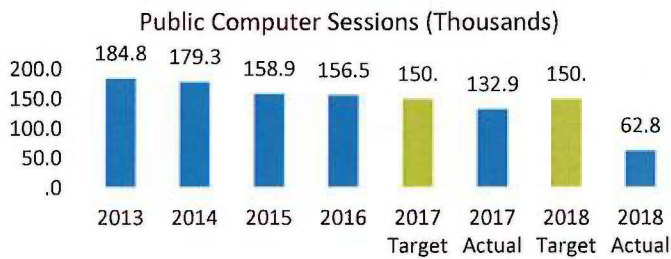
For more information about this goal, please visit data.cityoftacoma.org.

Goals and Performance Metrics

Library

In order to improve and increase digital access across the City, the Tacoma Public Library will maintain and expand the wireless technology infrastructure to support high speed Internet access and connectivity.

Public Computer Sessions (Thousands)

	2013	2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	184.8	179.3	158.9	156.5	150.	132.9	150.	62.8

Number of Electronic Items Checked Out (Thousands)

	2013	2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	100.6	156.7	197.4	235.9	240.	512.9	245.	338.

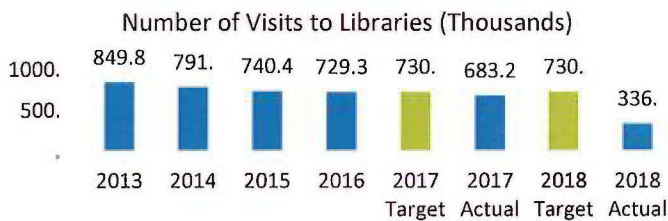## Why is this goal important?

Not all citizens of Tacoma have a means of accessing reliable Internet.

What will we do?

The Tacoma Public Library will work to increase internet access through Wireless Access Points, improved bandwidth, mobile hotspot programs, and tablet check out programs.

In order to support livability, the Tacoma Public Library will increase access to library services and facilities.

Number of Visits to Libraries (Thousands)

	2013	2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	849.8	791.	740.4	729.3	730.	683.2	730.	336.

Items Checked Out (Thousands)

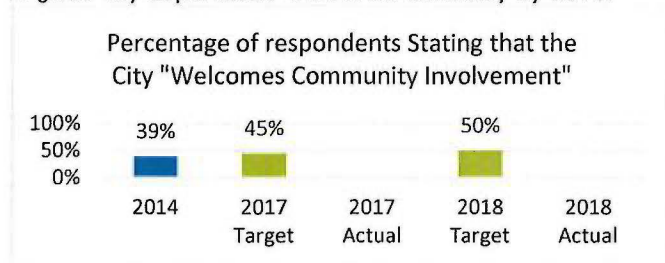|	2013	2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	1,925.	1,863.	1,871.	1,821.	1,850.	1,503.	1,850.	652.

What will we do?

The Library will rearrange the first and second floors of the Main Library in response to the changes in the use of resources and formats. The Library will also work to continue to expand the Homeward Bound program and Digital Media Lab.

Goals and Performance Metrics

Media Communications Office

In order to improve civic engagement, the Media & Communications Office will implement an organization-wide civic engagement framework to guide City departments' work in the community by 2018.

Percentage of respondents Stating that the City "Welcomes Community Involvement"

	2014	2017 Target	2017 Actual	2018 Target	2018 Actual
	39%	45%		50%	

Why is this goal important?

In the 2025 Strategic Plan, community members rated engagement highly; however, they expressed a desire for transparency and accessible information, noting that many "public documents and plans are large, complex, and difficult to read." In addition, residents stated they "wanted more partnerships," noting that the "City has its own role," and there is a need to "strengthen neighborhood organizations," and have "more City/community partnerships." Through improved civic engagement strategies, more citizens will have the opportunity to be a part of their City government process.

What will we do?

Media and Communications Office will contract with a firm to conduct a community-wide study to gather baseline data to support the development of an organizational civic engagement strategy that integrates all departments. 50% of City departments will implement the strategies in 2018. The Office will also work to develop standards for multilingual communication.

In order to enhance communications and further develop a high-performing and innovative office, the Media and Communications Office will develop a strategic plan to stay current with the rapidly evolving multimedia landscape by 2025.

Update:

MCO is currently developing a strategic plan based off of a contractor's survey results and an audit of processes to be complete by the end of 2018

Why is this goal important?

community knowledge and understanding of City services, programs, and initiatives. By developing a strategic plan, the Media and Communications Office will be able to strategically apply resources and focus on communications initiatives that have the greatest impact on the widest audience possible.

What will we do?

The Media & Communications Office will:

Conduct audit of current MCO mass and multimedia communications tools to determine effectiveness.

Create creative standards to ensure all General Government departments use similar templates for collateral materials.

Develop and implement MCO staff training action plans that align with MCO's current and future business needs and build on MCO's 2025 goals.

Review use of media monitoring tools and develop a strategy to improve proactive media relations.

Rebrand TV Tacoma station including revamping some current programming and exploring new editing and production techniques to set the station apart from traditional government access channels.

In order to enhance government performance, the Court will begin the planning stages of automation research.

Update:

The Court will be putting together
a RFP for court technology
vendors to assist in moving toward
a paperless environment.

Why is this goal important?

Currently, the Municipal Court spends a large amount of staff time to manage paper processes. By becoming fully automated, the Municipal Court will increase the efficiency in the way the Court operates and serves the public. Processes will be more user friendly and timely.

What will we do?

The Municipal Court will research all available forms of case management and storage and work with the Washington State Administrative Office of the Courts on pending projects to provide Courts of Limited Jurisdiction with new Case Management Systems.

Cases Filed

	2012	2013	2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	84.	91.	100.	107.	116.	125.	78.	125.	19.

Cases Disposed

	2012	2013	2014	2015	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	90.	95.	102.	110.	118.	126.	92.	126.	22.

*Q2 Data currently does not include June due to delays in data provision. The data will be provided next quarter.
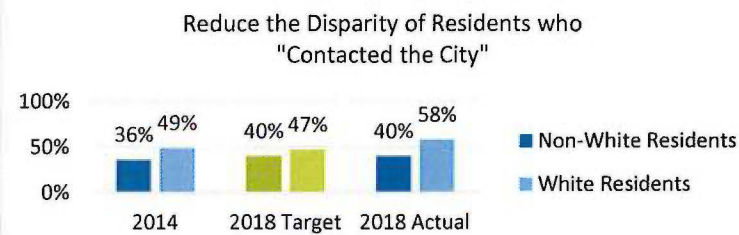
In order to increase the feeling of safety for individuals and neighborhoods, the Neighborhood and Community Service department will reduce substandard and derelict building cases by 25% levels and eliminate 16 chronic encampment locations by 2018.

For more information about this goal, please visit data.cityoftacoma.org.

In order to increase the equity of service delivery and increase accessibility, the Neighborhood and Community Services department will establish baseline data on the utilization of existing services by underrepresented communities by 2018.

Reduce the Disparity of Residents who "Contacted the City"

	2014	2018 Target	2018 Actual
Non-White Residents	36%	40%	40%
White Residents	49%	47%	58%

Update:

The Department will use the results of the 2014 Citizen survey as a benchmark for measuring this goal. By 2018, the department will have no statistical difference between non-white residents and white residents when contacting the City. Additionally, the Department will have all Council Districts indicate they are contacting the City at a rate at or above 44%.

Why is this goal important?

City services seem to overwhelmingly benefit particular user groups and have higher rates of utilization by certain demographics. Further, some community members seem unaware of services they could be using. Achieving this goal will ensure that the community is able to engage the City to meet its needs, regardless of geographic location, age, race, gender, or other protected category. Additionally, achieving this goal will allow the City to consider its service delivery practices and engagement efforts and ensure a more equitable approach.

What will we do?

The department will work to establish baseline data through community indicators, community needs assessment, trends in code violations/notifications and utilization of existing services. Additionally, the department will use this data to establish goals for utilization, analyze divergent engagement approaches, and make programmatic changes to increase utilization.

In order to decrease the length of time individuals experience homelessness, the City of Tacoma will reduce the average shelter stay by 10 days and reduce the number of returns to homelessness by 10% by 2018.

For more information about this goal, please visit data.cityoftacoma.org

Goal 4: Access to Affordable Housing Services

In order to improve housing stability, the Neighborhood & Community Services Department will work with social service providers to increase the availability and accessibility of safe and affordable housing.

Why is this goal important?

The City of Tacoma recognizes household instability as an individual or household's inability to obtain or maintain affordable housing, and insufficient resources to prevent involuntary relocation that would result in loss of housing and ultimately homelessness. Those facing the highest barriers to obtain affordable housing are those with criminal records, low credit score, little to no verifiable rental histories, and inability to afford move-in deposit. These individuals and households often live paycheck-to-paycheck so that a single short-term emergency, such as an increase in rent, an illness, an injury, damage to their house that needs immediate repairs, and/or the loss of a job, risks destabilizing their households and leaving them homeless. With housing stability, people can afford to live and feel safe in any neighborhood of their choosing. Households can then take root, thrive and contribute to building their community. Children will do better in school when they don't have to change schools so often. As an organization, achieving this goal means collaborating across City departments and with community organizations.
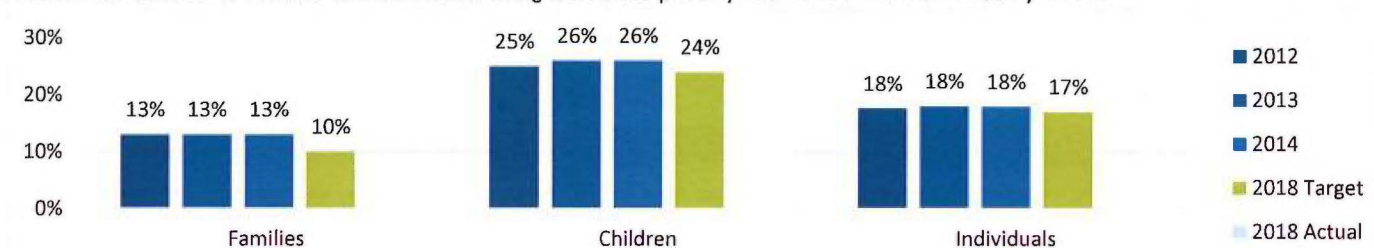
What will we do?

Neighborhood & Community Services will establish baseline data and define affordable housing options to include multi-family property tax exemption incentives, subsidized housing and low-income housing.

Households Receiving Counseling Services

	2017 Target	2017 Actual	2018 Target	2018 Actual
	450		450	

Update:

NCS is currently working on collecting this data from service providers.

Goal 5: Families in Poverty

In order to increase income levels, the Neighborhood and Community Services department will develop partnerships and funding priorities to decrease the number of families and individuals living below the poverty line to no more than 12% by 2018.

Families: 13% 13% 13% 10% | Children: 25% 26% 26% 24% | Individuals: 18% 18% 18% 17%

Legend: ■ 2012 ■ 2013 ■ 2014 ■ 2018 Target ■ 2018 Actual

Why is this goal important?

Median household income in Tacoma trails behind Pierce County and Washington State. In Tacoma, household income is constrained by individual earning potential, not workforce participation. By increasing the median household income in Tacoma, fewer children will be impacted by persistent poverty, thereby improving their educational and behavioral outcomes.

What will we do?

The City can increase the earning potential of individuals by supporting education, training, and employment-supporting activities to decrease the number of families living in poverty.

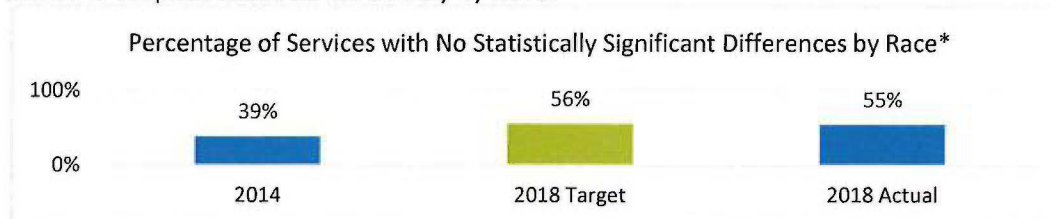| *Performance Tracking*	*2017*	*2018*
Establish baseline and forecast data for jobs (include wage data)		
Having baseline and forecast data will help determine the types of education and job training activities that will be relevant in Tacoma and will help refine the City's funding priorities.	X	
Convene Workforce Development and Education System Operators to Map Current and Future States		
Envisioning the preferred future state will enable the system operators to begin aligning and forming partnerships that will enhance and strengthen the workforce development and education systems.		X

Goals and Performance Metrics

Office of Equity and Human Rights

To ensure decision-making and engagement is responsive to the community, the Office of Equity & Human Rights will increase participation of under-represented populations serving on committees, boards, and commissions to 30% by 2018.

For more information about this goal, please visit data.cityoftacoma.org.

In order to improve equity and accessibility of City services, the Office of Equity and Human Rights will work with City Departments and community partners to identify disproportionate impacts of complaint based City services, and reduce the identified disproportionate impacts related to complaint-based service delivery by 2018.

Percentage of Services with No Statistically Significant Differences by Race*

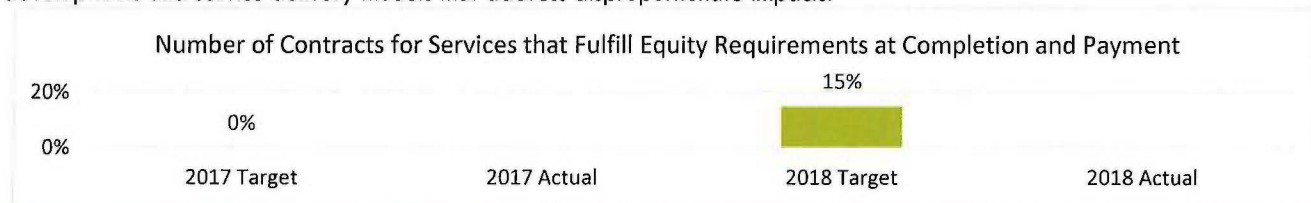|	2014	2018 Target	2018 Actual
	39%	56%	55%

Why is this goal important?

Race and ethnicity shouldn't predict service access or outcomes. A service delivery system that directs services and resources to those who know how to access service may inadvertently create disproportionate impacts on historically under-represented and under-resourced communities.
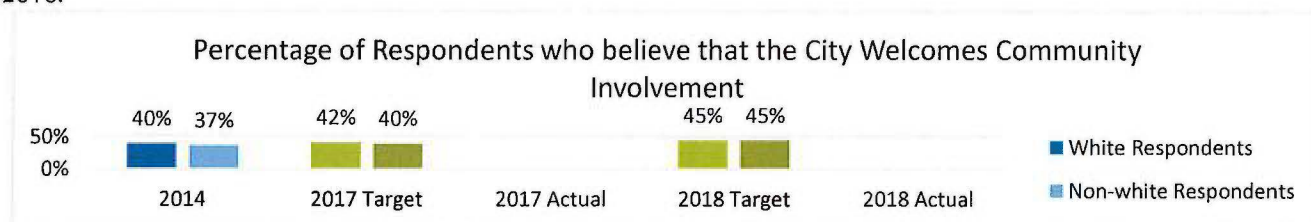
What will we do?

The Office of Equity and Human Rights will work with departments to analyze complaint based-services for equitable service delivery; and develop tools and service delivery models that address disproportionate impacts.

Number of Contracts for Services that Fulfill Equity Requirements at Completion and Payment

2017 Target	2017 Actual	2018 Target	2018 Actual
0%		15%	

In order to improve the relationship between the City of Tacoma and community members, the Office of Equity and Human Rights will increase the percentage of respondents in the National Citizen Survey who believe Tacoma government welcomes community involvement to 45% by 2018.

Percentage of Respondents who believe that the City Welcomes Community Involvement

	2014	2017 Target	2017 Actual	2018 Target	2018 Actual
White Respondents	40%	42%		45%	
Non-white Respondents	37%	40%		45%	

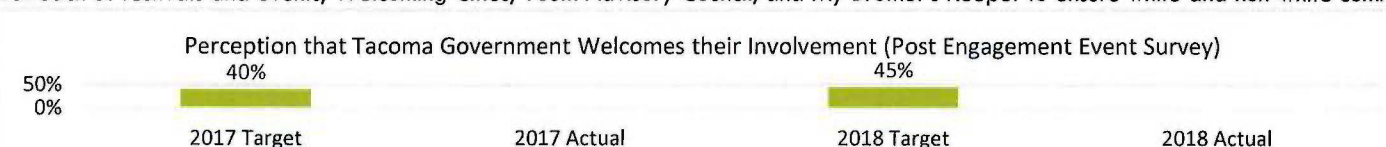- White Respondents
- Non-white Respondents

Why is this goal important?

The 2014 National Citizen Survey results indicated that 40% of white respondents and 37% of non-white respondents rated the Tacoma government as doing a good or excellent job at welcoming community involvement. Progress will indicate that all communities feel both visible and valued as community members.

What will we do?

The Office of Equity and Human Rights will increase the number of activities focused on under-represented populations, such as Project PEACE, outreach at festivals and events, Welcoming Cities, Youth Advisory Council, and My Brother's Keeper to ensure white and non-white community

Perception that Tacoma Government Welcomes their Involvement (Post Engagement Event Survey)

2017 Target	2017 Actual	2018 Target	2018 Actual
40%		45%	

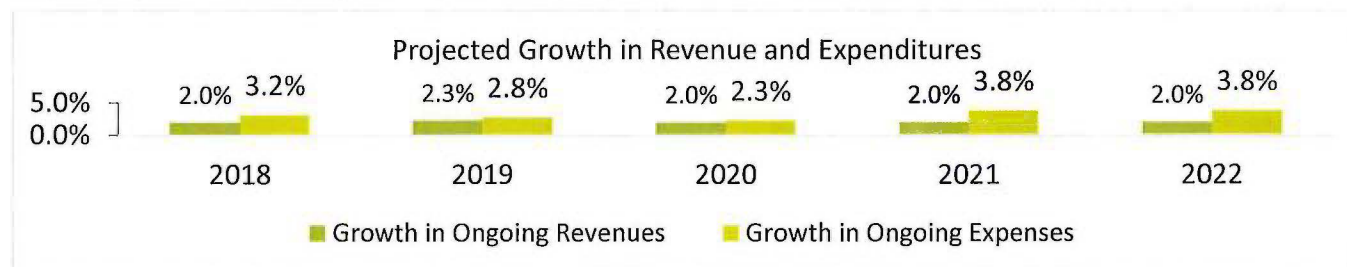## Goal 4: Enforcement of Anti-Discrimination Laws

In order to protect human rights, the Office of Equity and Human Rights will improve enforcement of anti-discrimination laws in the areas of housing, employment, and public accommodation by increasing the number of cases investigated and closed to at least 40 per year by 2018.

For more information about this goal, please visit data.cityoftacoma.org.

Budget Book Goals and Performance Metrics   Office of Management and Budget

In order to support fiscal sustainability, the Office of Management & Budget (OMB) will work to reduce cost drivers to ensure that the growth in ongoing expenses does not outpace the growth in ongoing revenues.

Projected Growth in Revenue and Expenditures

	2018	2019	2020	2021	2022
Growth in Ongoing Revenues	2.0%	2.3%	2.0%	2.0%	2.0%
Growth in Ongoing Expenses	3.2%	2.8%	2.3%	3.8%	3.8%

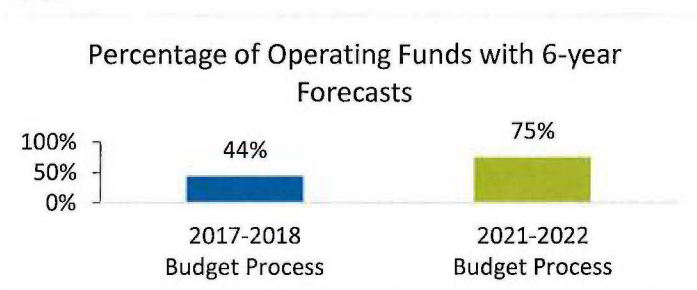■ Growth in Ongoing Revenues   ■ Growth in Ongoing Expenses

Why is this goal important?

In the past, the City has struggled to manage its expenditure growth. The City is limited in its ability to raise tax rates or generate new revenue. Therefore, the City has faced a structural deficit when ongoing revenues are unable to cover ongoing expenses.
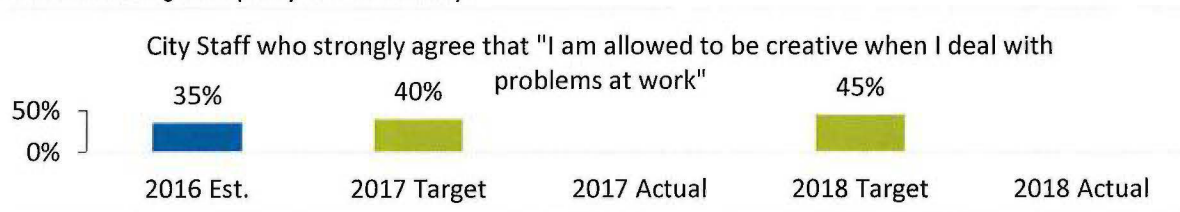
What will we do?

OMB will develop six year forecasts for the General Fund and supported funds, monitor and manage cost drivers, ongoing monitoring through monthly financial reporting. OMB will strive to increase the number of funds forecasted to ensure fiscal sustainability beyond the City's General Fund.

Percentage of Operating Funds with 6-year Forecasts

2017-2018 Budget Process	2021-2022 Budget Process
44%	75%

Coverage of General Fund Recurring Revenues for Recurring Expenditures

	2017-18 Budget
Ongoing Revenues	$441.8 M
Ongoing Expenditures	$440.6 M
Difference	$1.2 M
Target	> 0

In order to promote a continuously improving organization, the Office of Management & Budget will improve the use of data-informed decision making and quality service delivery.

City Staff who strongly agree that "I am allowed to be creative when I deal with problems at work"

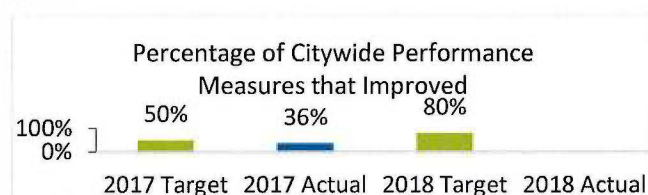| 2016 Est.	2017 Target	2017 Actual	2018 Target	2018 Actual
35%	40%		45%	

Why is this goal important?

In some cases, the City organization is unable to make informed decisions due to a lack of verifiable data. Effective analysis and interpretation of information is also key to the success of data-driven decision making. When informed by reliable data, analysis, and interpretation, better decisions will be made in areas that positively impact the community and its residents.

What will we do?

OMB will enhance training for staff on data analysis, critical thinking, and process improvement techniques as well as increase involvement and engagement with projects citywide requiring data analysis and process improvement.

Number of Continuous Improvement Participants

2016 Est.	2017 Target	2017 Actual	2018 Target	2018 Actual
305	310	759	700	109

Percentage of Citywide Performance Measures that Improved

2017 Target	2017 Actual	2018 Target	2018 Actual
50%	36%	80%	

Budget Book Goals and Performance Metrics   Office of Management and Budget

In order to improve community trust in financial decisions, the Office of Management and Budget will increase the percentage of residents who state that the value of services for taxes is good or excellent by 15% by 2018.
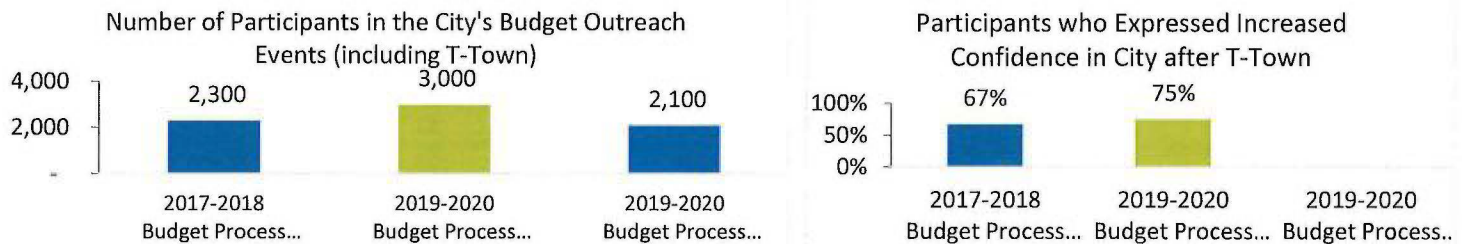
Value of Services for Taxes Paid

2006 Actual	2010 Actual	2014 Actual	2017 Target	2017 Actual
33%	38%	31%	38%	
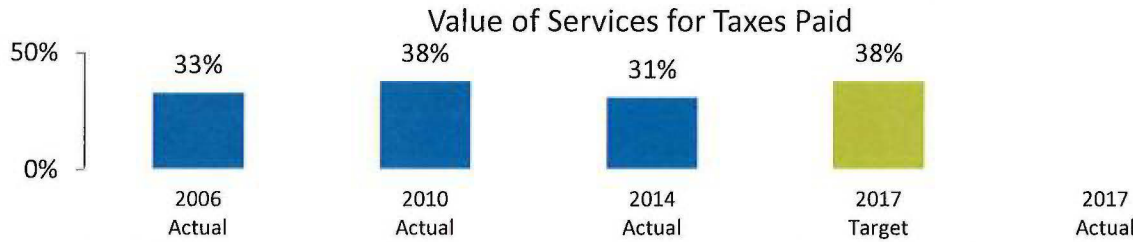
Why is this goal important?

The public is generally pessimistic about government spending and its effectiveness in providing services. By informing citizens about what their tax dollars pay for and how they can be involved in the budget development process, residents will trust that their input is taken seriously and impact spending decisions.
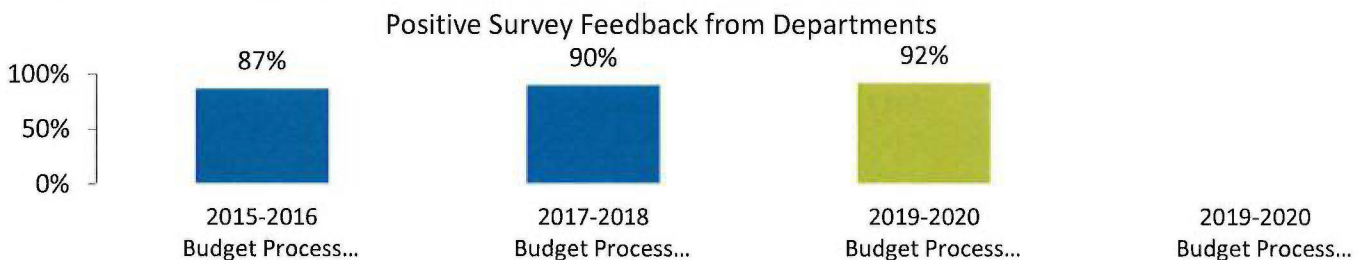
What will we do?

Implement new and different ways of informing the public about what their tax dollars pay for and how they can get involved in the budget process; increase community feedback/input regarding budget priorities for the 2017-18 budget process. In 2017-2018, OMB will work to increase the number of views online of financial and performance reporting. Staff will add additional questions to the Citizen Survey to better evaluate the community perception of how the City is managing its financial resources.

Number of Participants in the City's Budget Outreach Events (including T-Town)

2017-2018 Budget Process...	2019-2020 Budget Process...	2019-2020 Budget Process...
2,300	3,000	2,100

Participants who Expressed Increased Confidence in City after T-Town

2017-2018 Budget Process...	2019-2020 Budget Process...	2019-2020 Budget Process..
67%	75%	

In the spirit of excellence, the Office of Management and Budget will increase the percentage of staff members who state that they were satisfied with services OMB provided services by OMB 92% by 2025.

Positive Survey Feedback from Departments

2015-2016 Budget Process...	2017-2018 Budget Process...	2019-2020 Budget Process...	2019-2020 Budget Process...
87%	90%	92%	

Why is this goal important?

In order for departments to be most effective in providing valued services to the public, the Office of Management and Budget needs to be informed about department operations and the needed funding levels to provide priority services. Excellent service provided to departments instills trust and a willingness to help keep the office better informed about departmental operations. When funding decisions are being made regarding key service areas and community priorities, the Office of Management and Budget will better be informed and trust will be established between departments, thus resulting in better decision making.

What will we do?

OMB will encourage relationship building by embedding analysts in departments for periods of time, respond quickly to requests for information, communicate effectively, develop skills amongst staff to ensure competence, analysts meet with assigned departments monthly to stay informed and updated, and offer analytical services to departments in need.

Goals and Performance Metrics

Planning and Development Services

To promote the livability and vitality of Tacoma's neighborhoods, the Planning & Development Services Department will establish an Urban Design Studio by 2018 to facilitate the development and implementation of the city-wide urban design program and individual urban design plans.

Why is this goal important?

consistent with the vision. The lack of flexible design guidelines that fully implement the design policies of the One Tacoma Comprehensive Plan, encourage citizen participation, and provide predictable and responsive administration. A well-executed urban design program will result in functional, attractive, and sustainable urban areas, and induce context-sensitive and compatible development projects and patterns. An urban design program will enhance the City's design capabilities; increase the level of service, predictability, and consistency in the design

What will we do?

Performance Tracking	*2017*	*2018*	*2019*
Program Start			
Secure necessary staffing and other resources to support program development in the next two years. Hire an urban designer/senior planner. Implement an urban design internship program. Create a partnership with UWT and employ consultant/professional services to assist in program development.		X	
Program Engagement			
Conduct effective community conversations to support development of the program during the next two years. Implement a substantial public involvement process to engage community activists, neighborhood representatives, stakeholders, and citizens in early and continuous conversations about the development of the urban design program.		X	
Program Adoption			
Planning and Development Services will establish an Urban Design Studio, develop the city-wide urban design program and individual urban design plans, develop regulatory and administrative guidelines to implement the program and the plans, and fully engage the community in the process.			X

In order to promote the livability and vitality of Tacoma's neighborhoods, the Planning and Development Services (PDS) department will develop strategies to realize and support growth centers and 20-minute neighborhoods, using the One Tacoma Plan's policy framework and focusing on area-wide rezones, baseline analysis, regulatory tools and investment incentives.

Why is this goal important?

PDS is working to mitigate uneven community access to jobs, housing, recreation and daily services; auto-dependency to meet daily needs. Achieving this goal will support more walkable, affordable neighborhoods where residents can meet more of their daily needs in close proximity to home. Additionally, focusing growth within 20-minute neighborhoods will help the City achieve its goals for greenhouse gas reduction and efficient provision of public facilities and services.

What will we do?

In collaboration with other departments, Planning and Development Services will develop strategies to realize and support growth centers and 20-minute neighborhoods, focusing on area-wide rezones, baseline analysis, regulatory tools, and investment incentives.

| *Performance Tracking*	*2017*	*2018*
Complete a Baseline Analysis of Urban Growth		
Create an Evaluation and Action Plan which contains a consistent and clear methodology for identifying baseline growth figures over the past 25 years, assessing and establishing a profile for each identified 20-min neighborhood, assessing infrastructure deficiencies, and developing strategies to support development.	X	
Expand Tools & Incentives that Support Growth		
Create flexible, equitable funding tools to support development in growth centers. Apply tools to identify infrastructure deficiencies to support 20-minute neighborhoods.	X	

Rezone Parcels that will Support Focused Growth

	2017 Target	2017 Actual	2018 Target	2018 Actual
	0%		65%	
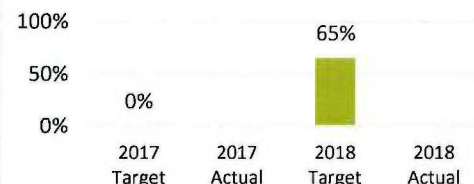
Goal 3: Conservation and Protection of Environmental and Cultural Assets

In order to preserve historical and cultural assets, the Planning and Development Services department will develop strategies to support the protection and conservation of significant cultural resources and expand community understanding and appreciation of the City's unique features.

Why is this goal important?

PDS is working to mitigate the loss of valuable historic and cultural resources and landmarks that provide a sense of community and continuity for residents of Tacoma and visitors alike. Achieving this goal will improve the lives of the community by contributing to a more resilient, healthy, and equitable built environment. It will encourage residents to be proactive stewards of the resources that define the city's history, culture, and identity. It will also encourage residents and tourists to engage with the city's heritage and culture, which promotes the local economy through tourism and skilled trades. Additionally, this goal will improve the way the City operates as an organization by ensuring a more unified development and permit review process and closing gaps in the City's regulations.

What will we do?

The Planning and Development Services Department will work to strengthen the planning and administration of the historic preservation program and the open space program and apply best management practices and innovative initiatives.

Performance Tracking	2017	2018
Develop and Adopt a Demolition Review Process and Standards for Historic Resources		
Complete the historic inventory, adopt a demolition review ordinance, proactively propose landmarks for protection, and increase engagement with heritage program and adaptive reuse projects and landmark nominations.		X
Expand the Historic Preservation Program		
Continue to provide programming and outreach that encourages residents to value and maintain historic and cultural resources. Programs such as residential and commercial rehabilitation loans and grants, the Heritage Project Grant, and other financial resources provide much needed support to members of the community who wish to protect and maintain historic resources.		X
Evaluate and Update Critical Areas Ordinance		
Evaluate the Critical Areas Ordinance and update to facilitate environmental stewardship and to implement policies related to critical areas protections and Growth Management Act.		X

Goal 4: Financially Sustainable Permitting System

In order to achieve a predictable and easy to use permitting process, the Planning and Development Services department will implement phased permit fee adjustments over the next two years to achieve 100% cost recovery by 2018.

Cost Recovery

	2016	2017 Target	2017 Actual	2018 Target	2018 Actual
	80%	85%		100%	

Why is this goal important?

The permitting system's current operating procedures will be reviewed and evaluated to ensure maximum efficiency and integration with the City of Tacoma permitting platform, financial policies and customer service goals. The City will demonstrate that its operating processes are effective and efficient by establishing committed permitting levels of service and cost recovery policies.

What will we do?

PDS will implement a fee study assessment to evaluate the number of permits, when and where permits are needed, and adjust fees to reflect the cost of work necessary to provide predictable and timely permitting that meets customer needs.

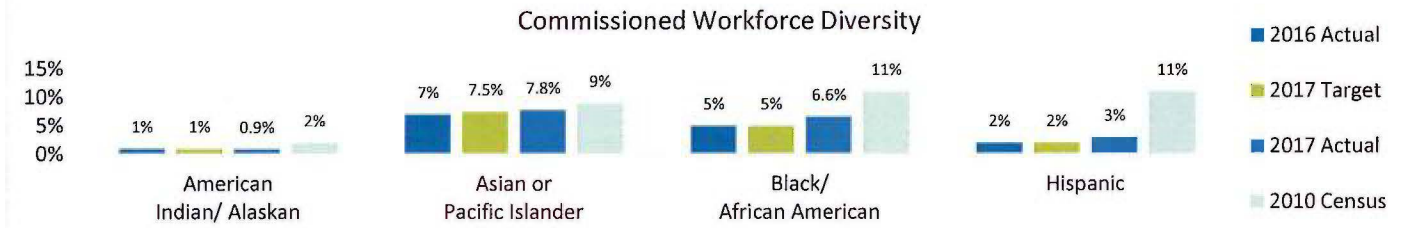| *Performance Tracking*	2017	2018
Restructure Restricted Enterprise Subfunds		
Restructuring existing restricted enterprise subfunds, Strong Motion Instrumentation Fund, Endangered Species Act Fund, and Integrated Permitting Management System Fund, to provide flexibility that meets customer service and business objectives. In addition, create an operational reserve fund.	X	
Implement Planning & Development Services Fee Study		
Implement phased fee adjustments consistent with completed PDS Fee Study.		X

Goal 5: Performance, Enhancement, & Community Engagement Practices

In order to achieve a predictable, timely, and user-friendly permitting process, the Planning & Development Services department will accelerate current permit issuance timelines and establish committed levels of service which will be achieved 85% of the time by 2018.

For more information about this goal, please visit data.cityoftacoma.org.

In order to increase the diversity of the department, the Tacoma Police Department will continue to explore new hiring and recruitment opportunities and strategies in an effort to increase the number of diverse applicants on the eligibility list by 2018. The department has created an Oral Board Cadre and Recruiting Cadre consisting of department members from diverse backgrounds to further hiring goals.

Commissioned Workforce Diversity

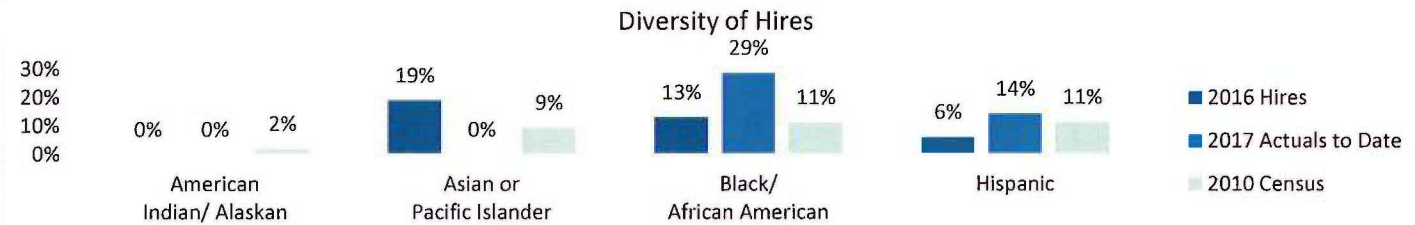|	American Indian/ Alaskan	Asian or Pacific Islander	Black/ African American	Hispanic
2016 Actual	1%	7%	5%	2%
2017 Target	1%	7.5%	5%	2%
2017 Actual	0.9%	7.8%	6.6%	3%
2010 Census	2%	9%	11%	11%

Why is this goal important?

Lack of interest in the police profession due to recent national attention and negativity towards police has reduced the total number of applicants from all backgrounds on the eligibility list. The demographics of the Police Department should better reflect the diversity of our community to strengthen relationships and enhance public trust.

What will we do?

The department will continue to work to increase the diversity of applicants attending the hiring workshops. These workshops provide applicants with an in-depth understanding of the hiring process, an opportunity to practice the physical agility test and the oral board. Applicants who attend the workshops may be better prepared for the hiring process as well as the expectations for the police officer position. Attracting diverse applicants to the workshops may increase their chance for success resulting in a higher placement on the eligibility list and an opportunity to be invited to the Oral Boards.

Diversity of Hires

	American Indian/ Alaskan	Asian or Pacific Islander	Black/ African American	Hispanic
2016 Hires	0%	19%	13%	6%
2017 Actuals to Date	0%	0%	29%	14%
2010 Census	2%	9%	11%	11%

In order to increase public trust and strengthen community relationships, the Tacoma Police Department will increase community outreach to develop partnerships, build public trust and promote authentic engagement with a focus on underserved communities. The Tacoma Police Department will increase its community outreach by 10% by 2018.

For more information about this goal, please click here or visit data.cityoftacoma.org.

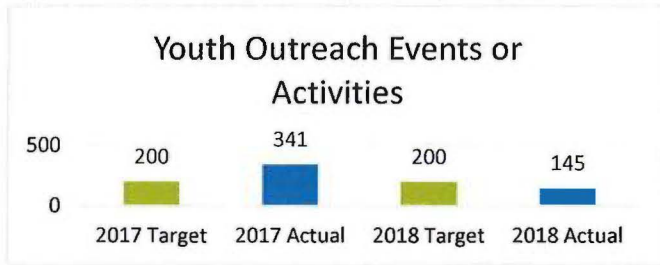In order to improve safety, the Tacoma Police Department will work to increase the City of Tacoma residents' perception of a safer more livable community by 10% by 2018.

For more information about this goal, please click here or visit data.cityoftacoma.org.

In order to build meaningful relationships with youth and young adults, the Tacoma Police Department will continue to explore different opportunities, venues and strategies to expand youth outreach by 10% by 2018.

Youth Outreach Events or Activities

	2017 Target	2017 Actual	2018 Target	2018 Actual
Value	200	341	200	145

(Chart y-axis: 0 to 500)

Why is this goal important?

PEACE Project's foremost recommendation was to expand positive, non-enforcement activities with youth and young adults to provide mentorship and build meaningful relationships.

What will we do?

The department will continue to identify both formal and informal activities to engage youth in non-enforcement interactions. The department is documenting the amount of times that officers spend interacting with youth in a non-enforcement manner. The department began collecting raw data in September 2016 and the department worked with SS911 to develop the proper coding to enable the tracking of the number of contacts to develop our measurement system.

To enhance health and safety in Tacoma, the Public Works department will implement a Safe Routes to Schools Program that will improve walking and biking infrastructure at all Tacoma Public Schools and reduce school age pedestrian and bicycle collisions by 2018.

More Information about this goal can be found at data.cityoftacoma.org.

In order to improve livability, the Public Works department will increase Tacoma's Overall Pavement Condition Index (PCI) from 60 (Marginal) to 62 by 2018.

More Information about this goal can be found at data.cityoftacoma.org.

In order to improve lighting and reduce energy use, the Public Works department will replace and or upgrade 16,400 streetlights to LED technology, reducing streetlight energy consumption by approximately 40% by the end of 2018.

For more information about this goal, please visit data.cityoftacoma.org.

To increase health and safety, the Public Works department will upgrade obsolete traffic signal equipment, improve accessibility, and synchronize signalization across the city.

Number of Signalized Intersections Optimized

2016	2017 Target	2017 Actual	2018 Target	2018 Actual
64	70	0	76	

Number of Lights Synchronized per Industry Standards

2016	2017 Target	2017 Actual	2018 Target	2018 Actual
0	6	0	12	

Update:

The project is in design, and the Department is finalizing the right of way phase.
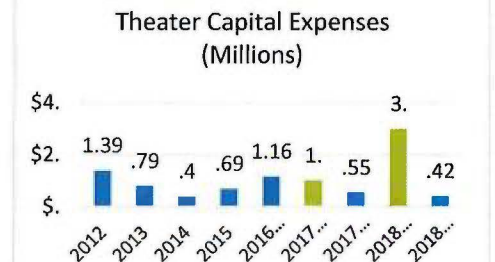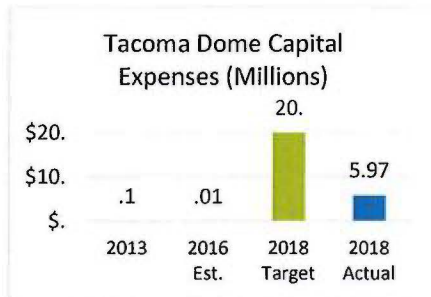
Why is this goal important?

Poor traffic flow and unsynchronized signals lead to wasted time at traffic lights, bad detection, bad timing, and intersections that are not accessible to people with disabilities. By improving intersections, the Public Works Department will reduce the time spent by residents waiting at lights and allow pedestrians, cyclists, and people with disabilities to travel more efficiently and safely. Intersection improvements will also allow for quicker response times for emergency services.

What will we do?

The Public Works department will replace outdated technology and upgrade intersections to current standard specifications.

Goals and Performance Metrics

Tacoma Venues and Events

In order to establish and maintain Tacoma Venues as premier facilities, the City will invest $25 M in capital infrastructure by 2018.

Tacoma Dome Capital Expenses (Millions)

Year	Value
2013	.1
2016 Est.	.01
2018 Target	20.
2018 Actual	5.97

Convention Center Capital Expenses (Millions)

Year	Value
2014	.02
2015	.23
2016 Est.	.23
2018 Target	1.
2018 Actual	

Theater Capital Expenses (Millions)

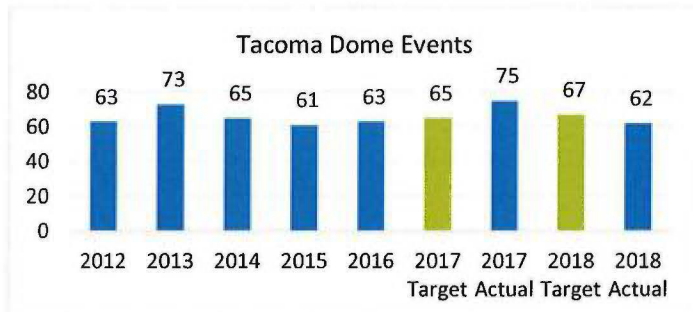| Year	Value
2012	1.39
2013	.79
2014	.4
2015	.69
2016...	1.16
2017...	1.
2017...	.55
2018...	3.
2018...	.42

Why is this goal important?

City venues operate in a highly competitive market, have considerable deferred maintenance needs, and a high demand for customer amenities. Capital improvements and investment in City venues will positively impact viability and appeal to users. This will result in continued and new opportunities for cultural, sporting and entertainment programming, associated economic impact, and civic pride.

What will we do?

Tacoma Venues and Events staff will secure and manage funding for capital reserve accounts for the Tacoma Dome, Convention Center and Theaters.

In order to ensure the provision of a robust variety of entertainment, sporting and cultural events, Tacoma Venues and Events will increase the number of events at City Venues (Tacoma Dome and Convention Center) by 5% by 2018.

Tacoma Dome Events

Year	Value
2012	63
2013	73
2014	65
2015	61
2016	63
2017 Target	65
2017 Actual	75
2018 Target	67
2018 Actual	62

Convention Center Events

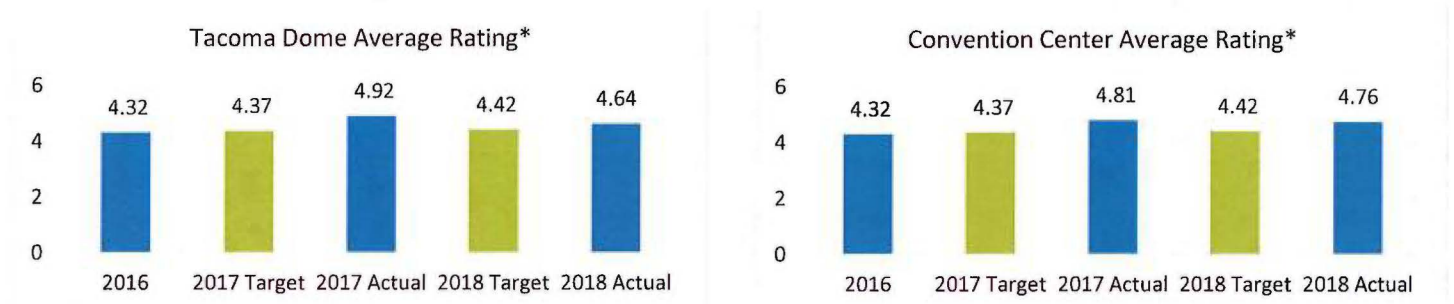| Year	Value
2012	209
2013	219
2014	214
2015	213
2016	235
2017 Target	241
2017 Actual	228
2018 Target	247
2018 Actual	107

Why is this goal important?

Tacoma Venues are not operating at full capacity; there are available dates in each venue for further programming. Increasing the number of events at Tacoma Venues will result in more and varied entertainment, sporting and cultural event opportunities, thereby enhancing the livability of the region, providing additional operational and tax revenues for the City and delivering funds to continually reinvest in the facilities.

What will we do?

Tacoma Venues and Events staff will devote resources to and invest in proactive venue booking and marketing through key partnerships, participation in industry events and associations, branding and positioning, self-promotion and other creative sales methods.

Goals and Performance Metrics

Tacoma Venues and Events

In order to enhance the reputation of venues in across the city, Tacoma Venues & Events will raise the overall customer experience ratings on satisfaction surveys by 2% by 2018.

Tacoma Dome Average Rating*

Year	Rating
2016	4.32
2017 Target	4.37
2017 Actual	4.92
2018 Target	4.42
2018 Actual	4.64

Convention Center Average Rating*

Year	Rating
2016	4.32
2017 Target	4.37
2017 Actual	4.81
2018 Target	4.42
2018 Actual	4.76

*Average overall customer satisfaction rating from post-event surveys. Respondents are asked to rate the services and amenities provided by the venues on a scale from 1 (Poor) to 5 (Excellent).

Why is this goal important?

Tacoma Venues and Events must continually strive to elevate customer experience and satisfaction at Tacoma Venues (Tacoma Dome and Convention Center) to remain competitive with other regional venues. Heightened customer satisfaction enhances the reputation of the City and its venues, as well as the City's ability to maintain and increase activity and revenues.

What will we do?

Tacoma Venues and Events staff will devote resources to and invest in customer amenities, customer service training and the cultivation of a customer service-based culture.