



tacoma2025
shared vision | shared future

2017-2018
CITY OF
TACOMA

**BIENNIAL
BUDGET**

CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY



CONTINUOUS
IMPROVEMENT

TacomaData

Training Objectives - Attendees will:

have fun

have an understanding of performance management / performancestat programs and the value they can provide

have an understanding of the city's overall approach to performance management

be excited about using the tools and resources provided as part of our performance management program to improve their work

Understand request for 2-year goals and performance measure in budget

have an understanding how this fits in with TacomaData, Tacoma 2025, 2017-2018 Budget Process

What is performance management?

- Performance management includes activities which ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many other areas

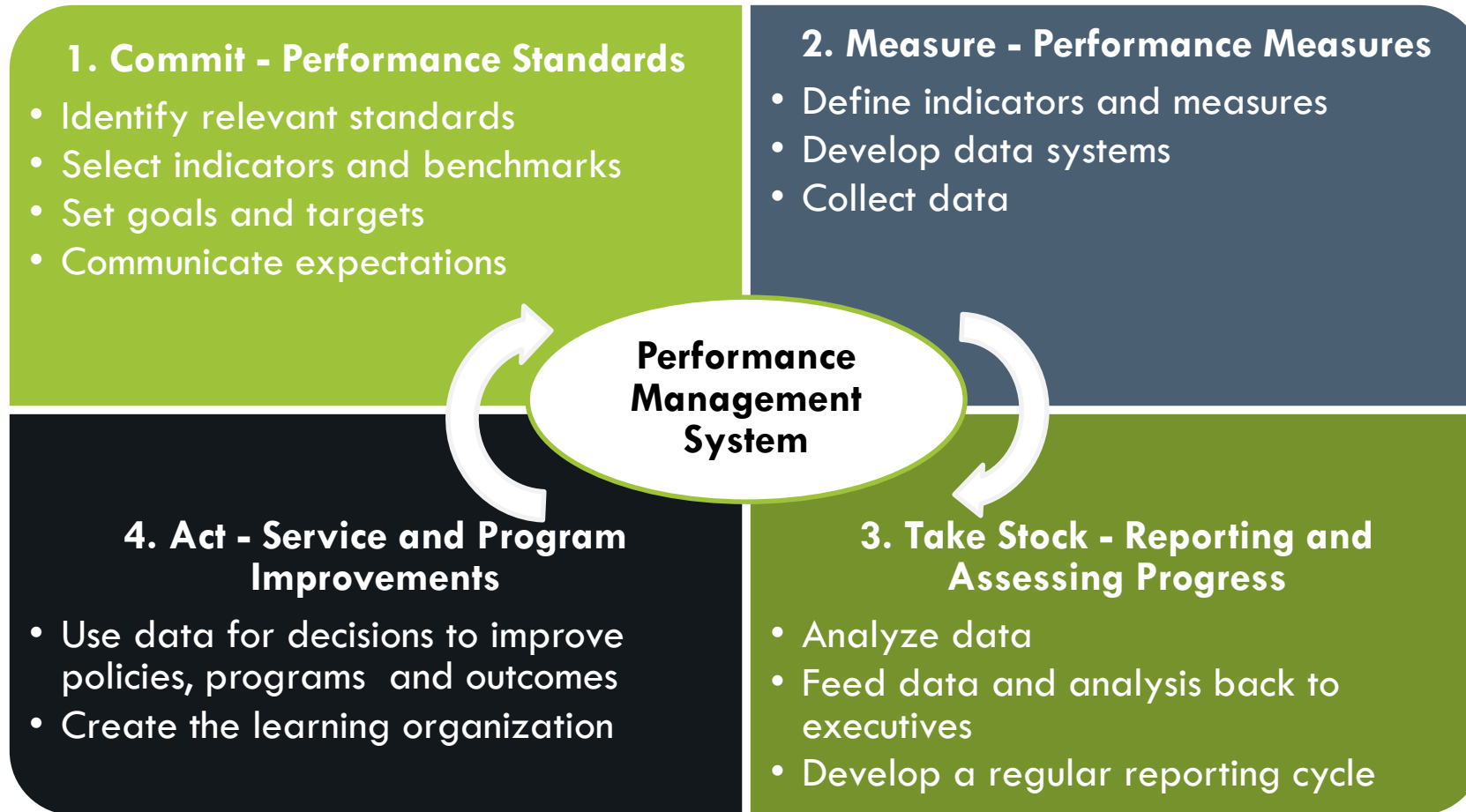
What is performance management?

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



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?

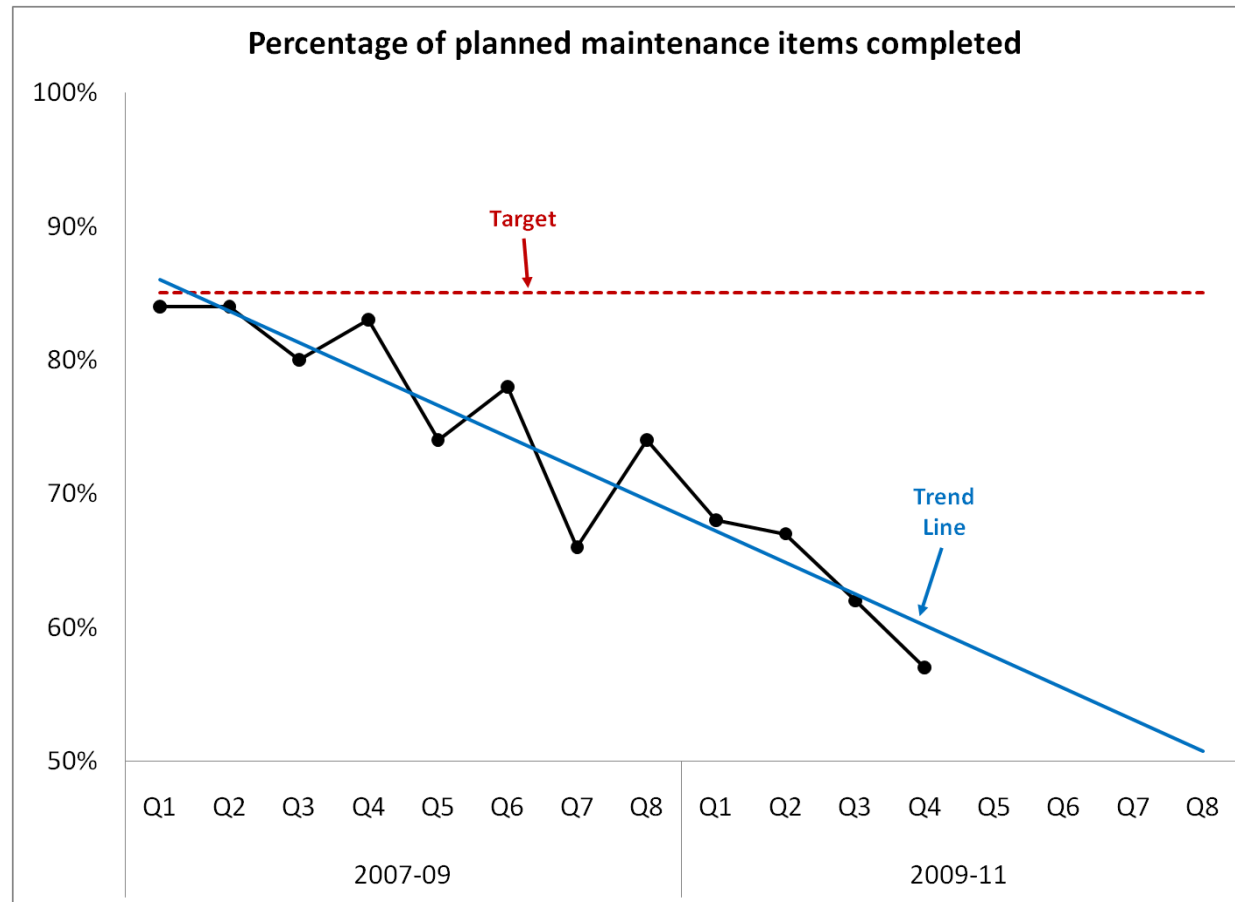
(department)

Breaking Down the Goal Statement: Example

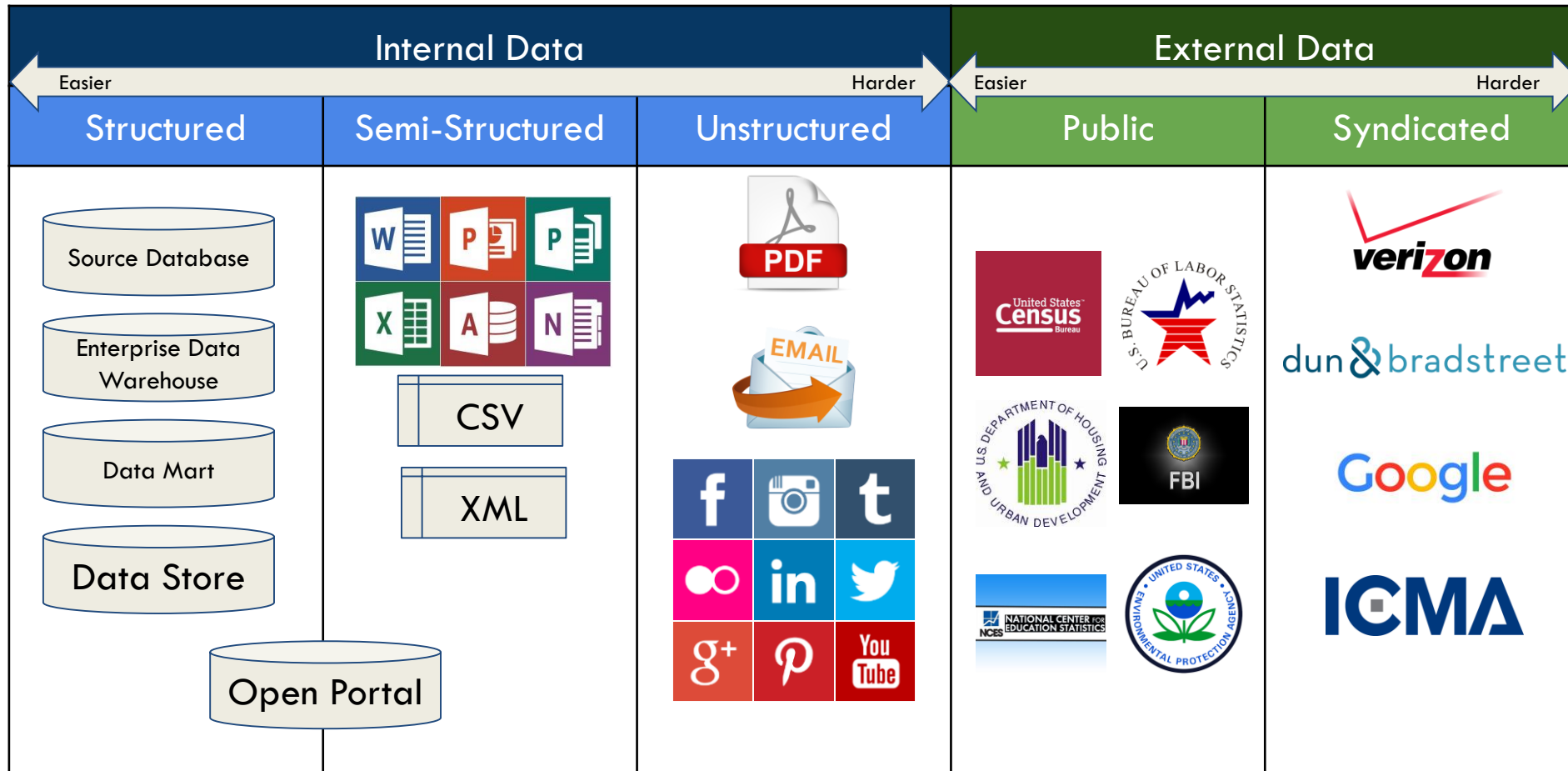
In order to make our streets safer for all Tacomans **the** Police Department
will reduce violent crimes **by** 20%
in 2017.

What makes a performance measure “good?”

- Relevance
 - Purpose
 - Control/Influence
- Context
 - History
 - Targets
- Understandable
- Timely
- Reliability



Where is the data? How hard is it to get?



Why set targets?



Clarifies vision for
all stakeholders

Creates framework
for tracking and
comparison

Inspires actors to
continuous improvement

Sets norms and
expectations

But what if...

- This is a new measure for my dept
- I don't have historical data
- My background is not in statistics
- I'm new to this work
- The data exists, but it is not high quality

There's another way... Proxy Measures

- Indirect measure of the desired outcome which is strongly correlated to that outcome
- Commonly used when direct measures of the outcome are unobservable and/or unavailable
- Use a proxy measure when there is little or no data available about the program being implemented, but the outcome the program is designed to influence has an existing and commonly accepted proxy

This Measure	Is a Proxy For	And can be found here
Gross Domestic Product (GDP)	Quality of Life, Standard of Living	Department of Commerce: Bureau of Economic Analysis has GDP by state & metropolitan statistical area
Unemployment Rate	Economy, Labor Market	Department of Labor's Bureau of Labor Statistics publishes regular updates to employment, unemployment and wage data.
Air Quality Index (AQI)	Environmental Quality	The Environmental Protection Agency (EPA) publishes Air Quality data by city and county.
Infant Deaths (Mortality)	Maternal, Infant & Child Health	The CDC publishes Linked Birth and Infant Death Data with links to local public health agencies
Obesity Rates	Health & Well-being of a community	CDC publishes Nutrition, Physical Activity and Obesity: Data, Trends and Maps which can be viewed at the state and city level for many cities
Homicide Rates	Public Safety	Local jurisdictions are the best source for the most current crime data, but the FBI publishes annual reports .
Reading & Math Proficiency Levels	Education Quality	The National Center for Education Statistics publishes proficiency scores on standardized tests for many participating jurisdictions.
General Fund Personnel and Operating Expenses per Capita, FTEs per 1,000 population	Government Operations & Management	Personnel Costs, Operating Costs, and FTE counts are usually available in government budget documents, and population is available through the US Census Bureau

Target Setting Categories

Uncertainty

no baseline data exists to set appropriate targets without guessing

Overconfidence

targets are unrealistic and unattainable based on baseline data

Mediocrity

targets are far below proven capacity

Accuracy

targets are carefully calculated to drive precise achievement

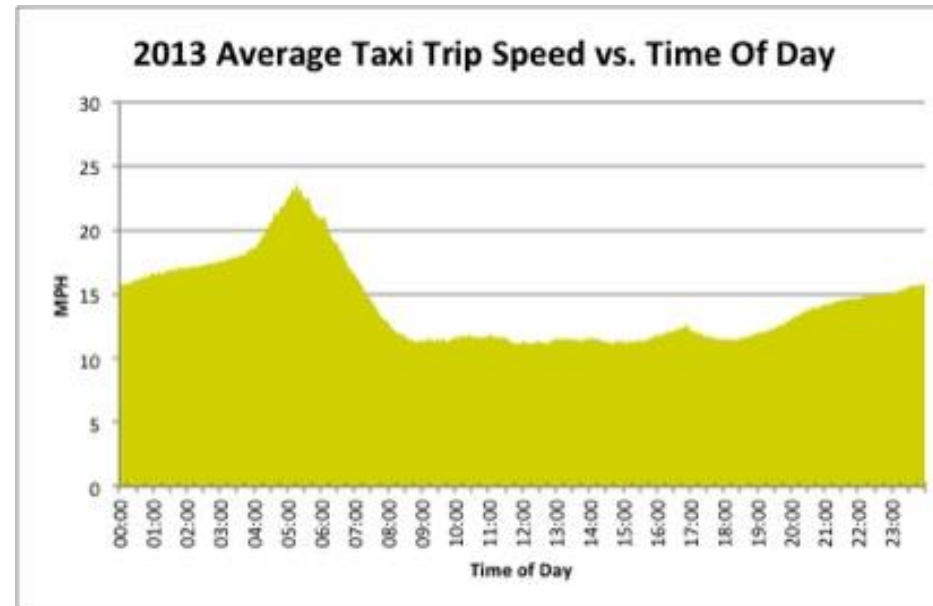
Stability

performance has reached an acceptable level, time to maintain and shift focus

	Uncertainty	Overconfidence	Mediocrity	Accuracy	Stability
Do's	<ul style="list-style-type: none"> <input type="checkbox"/> Consider a proxy measure. <input type="checkbox"/> Take advantage of benchmarking. <input type="checkbox"/> Make an informed guess. <input type="checkbox"/> Remember, targets can be revised. <input type="checkbox"/> Ask an outside expert. <input type="checkbox"/> Consider not setting a target. <input type="checkbox"/> Create a data collection schedule and stick to it. <input type="checkbox"/> Decide analytical methods in advance <input type="checkbox"/> Engage Stakeholders 	<ul style="list-style-type: none"> <input type="checkbox"/> Understand why it is happening <input type="checkbox"/> Correct it by taking an informed approach <input type="checkbox"/> Identify the actual past performance history <input type="checkbox"/> Confirm all trends and anomalies <input type="checkbox"/> Show (do not just tell) what it would take to reach the overconfident target <input type="checkbox"/> Find a middle ground <input type="checkbox"/> Adjust the timelines <input type="checkbox"/> Let it go 	<ul style="list-style-type: none"> <input type="checkbox"/> Understand its relationship to fear, distrust, and complacency <input type="checkbox"/> Correct it by taking an informed approach <input type="checkbox"/> Identify the actual past performance history <input type="checkbox"/> Confirm all trends and anomalies <input type="checkbox"/> Show (do not just tell) why a more aggressive target is reasonable and achievable <input type="checkbox"/> Find a middle ground <input type="checkbox"/> Plan for future success by providing more resources to inform the next round <input type="checkbox"/> Prevent it from recurring 	<ul style="list-style-type: none"> <input type="checkbox"/> Leverage multiple datasets and variables <input type="checkbox"/> Use proven data science practices <input type="checkbox"/> Run multiple what-if scenarios and sensitivity analysis <input type="checkbox"/> Pick an acceptable error range 	<ul style="list-style-type: none"> <input type="checkbox"/> Celebrate it <input type="checkbox"/> Learn from it <input type="checkbox"/> Identify a permanent champion <input type="checkbox"/> Continue monitoring (behind the scenes) <input type="checkbox"/> Move on
Don't's	<ul style="list-style-type: none"> <input type="checkbox"/> Do not give up. The absence of baseline data does not justify inaction. <input type="checkbox"/> Do not confuse reluctance with incapacity. <input type="checkbox"/> Do not be surprised when a target reveals a bad measure. <input type="checkbox"/> Do not advertise targets that negatively impact your stakeholders. 	<ul style="list-style-type: none"> <input type="checkbox"/> Do not be defensive <input type="checkbox"/> Do not assume they know better <input type="checkbox"/> Do not over-correct 	<ul style="list-style-type: none"> <input type="checkbox"/> Do not tolerate it <input type="checkbox"/> Do not exacerbate it by shaming people with talk of "accountability" 	<ul style="list-style-type: none"> <input type="checkbox"/> Do not get intimidated <input type="checkbox"/> Do not bend your target toward the actuals <input type="checkbox"/> Do not refine targets too frequently 	<ul style="list-style-type: none"> <input type="checkbox"/> Do not take it for granted <input type="checkbox"/> Do not jeopardize it

Visualizations

- **Selecting the right type of visualization is key, but there's help out there**
 - **Google it**
 - **Map it**
 - **Chart it**
 - **Picture it**
- **Dashboard Examples**
 - [Los Angeles](#)
 - [Louisville](#)
 - [New Orleans](#)



Be Brief

- **Don't try to tell the whole story**
- **Trust your skills and visualizations**
- **Let people ask questions**

Goal Taxonomy in Tacoma



Priority Areas defined by committee

10 Year and 2 Year Goals
Set by departments - relate to 2025 priorities

Performance Measures

How we know we are getting to the 2 year goals

How we know we are getting to the 2 year goals

How we know we are getting to the 2 year goals

Department Activities

What we do that affects PMs

What we do that affects PMs

What we do that affects PMs

What we do that affects PMs

What we do that affects PMs

How does it operate in the real world?

Ideal - performance measures are well developed and remain fairly consistent year to year.

Reality - performance measures are not well developed and change from year to year.

Ideal - performance is tracked from performance measures developed for either the business process or Budget/Tacoma24/7 dashboard each quarter.

Reality - tracking is sporadic and done only when required.

Ideal - progress towards performance targets is continually monitored and all anomalies are analyzed in detail with data.

Reality - progress is measured monthly and only a few anomalies are analyzed in detail.

Ideal - Stuff gets fixed, everyone sees how the process worked, citizens rejoice and fist bumps all around.

Reality - Little clarity on when fixes occur and how departments are improving their service delivery.

Where are we going...

- <https://performance.chattanooga.gov/>
- <https://www.portlandoregon.gov/dashboard/>

Template Review and Next Steps

- What goal are you working on?
- What will reporting look like?
- How do I get help? Required to schedule Office Hours time
- Due Date – September 2