



MEMORANDUM

DATE: June 26, 2014
TO: Board of Park Commissioners
FROM: Joel Harte, Research and Evaluation Assistant
SUBJECT: Performance Measurement Panel Discussion

Requested Board Action

No formal action is requested. This is an opportunity for the Commissioners to engage with two performance measurement experts and have a conversation about different ways to measure success.

Background

On April tenth, Parks presented a preliminary view of what could be accomplished through a performance measurement system. The Commissioners engaged in a lively discussion, and raised significant questions and suggestions, including:

- Types of technology used to collect data—from individual staff data collection to database management
- How to discover if a failure to meet a target is a result of a mismatch in budgeting or a process failure resulting in a lack of efficiency
- How to find out if the measures reported to the public are the same measures the public wants/needs in order to evaluate performance
- How to feed public complaints/concerns about service into next iteration of measurement system
- Differentiating between outcomes and outputs
- How to generalize a good process from one individual/group to a larger cohort
- Is it necessary to have a “fully integrated” system? (i.e., high level outcomes are inferred from outputs, are inferred from lower-level measurements, and on)
- What is the role of the performance measurement “point person”?

To learn more about these issues, Parks performed extensive research and met with three performance measurement experts from the region: Richard Gelb from King County Department

of Natural Resources and Parks, Michelle Caulfield from Seattle's Office of Sustainability and Environment, and Rich Siegel and Doug Sanner from the City of Bellevue.

While neither of Bellevue's experts could make it to the panel discussion, we've asked the Mr. Gelb and Ms. Caulfield to speak to the following issues tonight:

- Goals of their performance management system—a publically available dashboard?
Transformative data to improve processes?
- Use of performance measures
- Methods of developing measures and gathering data
- Resources used
- Expertise needed
- Ways to get public interested, involved, and actually reading performance measurement reports

Mr. Gelb and Ms. Caulfield will each give 10-15 minute presentations on their respective performance measurement systems, goals, and their roles within them. An open-ended discussion will follow.

Next Steps:

Parks will follow up by sending a completed 2015 work plan on July 10, for assessment and review by the Commissioners. Based on Commissioner review, an updated work plan will be presented at the July 24 meeting.