Your resource guide to understanding Seattle Parks & Recreation's Performance Management Initiative

MEASURING

OUR SUCCESS

Oct 20 15

Your invitation to join this exciting new initiative

Seattle Parks and Recreation's performance management initiative is more than an exercise in data collection. It is a platform for sharing information, ensuring we are improving the lives of people, building community, caring for the environment and telling a unified story to our many audiences.

REPORT BACKGROUND: IT TAKES A VILLAGE

In December 2014, Seattle Parks and Recreation adopted a Performance Management Work Plan and convened the "Results Team," a department-wide team with representation from each division. The Results Team has been a significant contributor to the development of Parks and Recreation's performance management system. Contributions include developing a set of objectives based on the Parks Legacy Plan goal statements, defining a system hierarchy, drafting measures and providing review and direction.

The content in Section II of this guide is the compilation of conversations with more than 40 Seattle Parks and Recreation employees from all divisions and at all levels. Each page highlights staff ideas and recommendations, new developments and best practices. We hope this section illustrates this new framework, encourages workgroups to collaborate and share ideas, and provides an example of how we are already integrating performance management into everyday work.

Staff have worked hard to give you the tools you need to join the conversation. Let's continue working together to bring this new performance initiative to life!

WE DO A LOT!

$144M
OPERATING BUDGET

10,000+
PROGRAMS DELIVERED

1,000+
REGULAR EMPLOYEES

6,200
ACRES OF PUBLIC SPACES

465
PARKS

26
COMMUNITY CENTERS

AND MUCH MORE! WE NEED A SHARED STRATEGY TO:

1. BE OUR BEST:

This initiative helps us gain insight into how we are improving the lives of people, building community and caring for the environment and where we can make course corrections to increase our impact.

2. TELL OUR STORY:

This initiative helps us quantify our collective impact and accurately report on our progress toward achieving our mission. This helps us meet reporting requirements, plan and secure funding, protect successful programs and services, respond to a growing and changing Seattle and gain public support and approval.

3. CONNECT OUR WORK TO THE MISSION, VALUES AND RACE AND SOCIAL JUSTICE INITIATIVE:

When we align with our mission and values, our collective results make a greater difference for people, environment and communities than individuals acting alone. One critical part of our approach includes developing and implementing Race and Social Justice Initiative's Outcomes, Strategies and Actions (ROSA), which directly supports the city's commitment to eliminate racial disparities and achieve racial equity in Seattle.

ACKNOWLEDGMENTS

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Dear staff, partners and residents,

Creating a vibrant community, improving the lives of people, and fostering a safe and healthy environment are paramount to accomplishing Seattle Parks and Recreation's mission.

As we busily go about serving our customers, delivering programs and maintaining our parks and facilities, we need to periodically take a step back and review our progress. Are we delivering services in the most effective and equitable ways? Who are our visitors and how do they perceive our programs and services? How are we tracking to long-term goals? How do we match up to similar cities? Furthermore, how do we demonstrate the effectiveness of our programs and services to others?

We desire to be innovative, equitable and responsive. Our administrative office is located in the bustling tech centric South Lake Union neighborhood. Everyday we are reminded how our 'normal' continues to shift towards one with increased automation and instant feedback, where the answer is just one-click away. In the past we have successfully demonstrated our value through anecdotes from customers and staff and transactional data. However, in this information age, constituents and funders are demanding a more evidence-based narrative of how we are making a difference.

With the passing of the Park District, we have an exciting opportunity to reinvent our systems to tell our story in new and profound ways and cultivate insights that will help us improve the way we do our jobs. Naturally, these improvements to our technology systems, data collection, workflows, and reports will all take time, resources and effort, but I am confident in our ability to emerge from this process as an even more robust and effective organization. The most meaningful progress is often incremental and we expect a steady transformation to occur over the next several years, one step at a time.

I want to thank our department's Results Team who has worked over the past six months to develop the framework we are using throughout this report, the Race and Social Justice Change Team for offering their guidance, and the many staff who have contributed content.

This is a journey that we are on together and I feel very fortunate to be part of a team with such capable and dedicated staff. You are the eyes and ears of this organization and we welcome your feedback on this report for how we can continually improve our approach to performance management.

Sincerely,

Jesús Aguirre

A new way of doing business….

THE SHIFT FROM OUTPUT TO OUTCOME

Expectations for public service organizations are changing. In addition to tracking our productivity (e.g., program attendance, projects completed, and trees planted), we must also gather information to demonstrate our effectiveness (e.g., behavior changes, customer service, environmental stewardship and equity). Evidence based results provides the facts and figures necessary to **be our best** and **tell our story**.

OUR VISION FOR PERFORMANCE MANAGEMENT

Performance management is a concept that can mean a lot of different things to different people. At Seattle Parks and Recreation, we believe the purpose of performance management is twofold:

BE OUR BEST

Regular ongoing data analysis helps us gain valuable insight into how we are doing at achieving our mission, and provides us with the narrative to build innovative solutions and programs.

TELL OUR STORY

Reporting is a tool to share the work we do with various audiences, including the public, Mayor, City Council, and advisory groups. By effectively communicating who we are and what we do, we gain the support and approval that is crucial to securing funding, resources and participation.

“The right data will help us truly understand if we are achieving our mission, where we need course corrections, and how we tell our story.”

Jesús Aguirre,
Seattle Parks and Recreation Superintendent

Seattle Parks and Recreation's future performance management system

This new system reinforces a structure that parks has been working within for decades, and will ensure that we are all consistently working towards the **mission** and values. Our system will tell one unified story by associating various **activities** across the department to the same generally agreed upon **objectives**. The system will allow us to report to different audiences at multiple levels through consistently defined and cascading **results**. Results lead to the achievement of our short, medium and long-term **outcomes**.

INPUTS, OUTPUTS AND OUTCOMES… OH MY!

As we set up this system we need to build a common vocabulary for what we call the different components of the system. Below is a glossary defined specifically for Seattle Parks and Recreation's performance system:

MISSION

Our mission describes our core purpose, our reason for being.

VALUES

Our values define the character of our organization and are integrated into all that we do.

Access: Distribute programs, services and resources equitably

Opportunity: Offer a wide variety programs and places to recreate

Sustainability: Preserve the legacy of a healthy natural environment for future generations

Responsiveness: Use feedback and data to adapt to ever-changing community needs

RACE AND SOCIAL JUSTICE INITIATIVE

The City's commitment to eliminate racial disparities and achieve racial equity in Seattle.

INPUTS

Inputs are resources used in the delivery of activities.

ACTIVITIES

Activities are programs, services and administrative functions delivered by Seattle Parks and Recreation.

OUTPUTS

Outputs measure the work products from the delivery of activities.

OUTCOMES

Outcomes measure specific impacts (positive and negative) of activities on participants, visitors, the environment, etc. Outcomes can be short, medium and long-term. We have three aspirational customer-facing outcomes: Healthy People, Healthy Environment and Strong Communities.

OBJECTIVES

Objectives are intended to align departmental activities to the mission and values and help organize information into a unified story.

TARGETS

We set up targets to help us interpret information and understand when are on track.

RESULTS

Results demonstrate success in hitting our targets.

DATA

Data can be both quantitative and qualitative (e.g., attendance, testimonials, budget, condition assessment, etc.)

SYSTEMS

Systems refer to information systems, policies, procedures and reporting that facilitate and support the delivery of excellent programs and services.

COMMUNITY INDICATORS

Community indicators are trends and facts that suggest the condition of the community. Indicators are helpful in planning relevant programs and services (e.g., crime, health, poverty, etc.)

PERFORMANCE SYSTEM DIAGRAM

MISSION

Seattle Parks and Recreation provides welcoming and safe opportunities to play, learn, contemplate and build community, and promotes responsible stewardship of the land.

VALUES

Access, Opportunity, Sustainability and Responsiveness.

OUR MISSION & VALUES

SERVE AS A COMPASS IN DETERMINING THE WORK WE DO

OBJECTIVES

ARE DESIGNED TO ORGANIZE THE SYSTEM AND TELL A UNIFIED STORY

ACTIVITIES

ROOTED IN ORGANIZATIONAL EXCELLENCE* ARE WHERE WE MAKE THE PROGRESS

RESULTS

ALLOW US TO MEASURE OUR PROGRESS, COURSE CORRECT AND SHARE OUR STORY

HEALTHY PEOPLE

HEALTHY ENVIRONMENT

STRONG COMMUNITIES

*Organizational Excellence, previously known as Financial Sustainability, is the fourth outcome and supports the success of all we do.

Be our best - How to quantify your programs and services

Continuous improvement is the ongoing effort to improve our programs, services and processes using formal verification. Continuous improvement requires active planning, reflection and reporting to be effective.

WE WANT TO BE IMPROVING IN THE FOLLOWING WAYS:

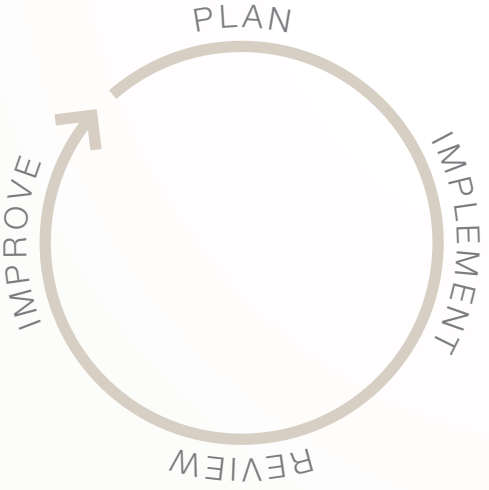
POSITIVE PUBLIC EXPERIENCES

EFFICIENT & EFFECTIVE OPERATIONS

EQUITABLE ACCESS

SUSTAINABLE URBAN ENVIRONMENT

PROUD EMPLOYEES



PLAN:

Each activity has quantifiable targets aligned with programmatic and departmental outcomes

IMPLEMENT:

Consistently deliver quality programs and services to meet targets and goals.
Do your best.

REVIEW:

Reflect on and share performance results with staff and leadership routinely.

IMPROVE:

Course correct, adapt, change or eliminate based on information.

EXAMPLES ON HOW TO QUANTIFY PROGRAMS AND SERVICES

HOW DO WE SUPPORT HEALTHY PEOPLE?

Provide quality programs that meet ever-changing interests and needs of the community: **Swim Lessons**

INPUTS	ACTIVITY	OUTPUTS	OUTCOMES
# Program Staff $ Maintenance $ Utilities	Deliver Swim Lessons	# Swim Lessons # Participants $ Scholarships $ Revenue	Learn to swim Health benefits Gateway to other water recreation Equitable access Customer service

HOW DO WE SUPPORT A HEALTHY ENVIRONMENT?

Prolong the life and usefulness of facilities through integrated asset management: **Facility Maintenance**

INPUTS	ACTIVITY	OUTPUTS	OUTCOMES
$ Materials # Staff	Deliver facility maintenance services	% Planned to reactive maintenance	Asset longevity Facility condition Reduced interruption to programs and services Service equity Responsiveness

HOW DO WE SUPPORT STRONG COMMUNITIES?

Improve access and reduce barriers for underrepresented and underserved communities: **Environmental Learning Program at Roxhill School Bog**

INPUTS	ACTIVITY	OUTPUTS	OUTCOMES
# Staff # Volunteers	Environmental learning program at Roxhill School bog	# of Lessons # Participants	Student behavior and attendance Interest in science, math and literacy achievement Equitable access

HOW DO WE SUPPORT ORGANIZATIONAL EXCELLENCE?

Enhance information systems, policies, procedures and workflows to improve service delivery: **Program Review**

INPUTS	ACTIVITY	OUTPUTS	OUTCOMES
# Staff	Program review	# Process improvement	Responsiveness Program quality Space optimization Improved outreach

The data will come from four sources: Feedback from the public and employees; information systems; geographic analysis; community indicators and research.

Tell our story-
How to determine your key messages

Understanding your key messages helps define the role of performance management in communication. As a public agency telling our story is critical for accountability and transparency. Since data collection is resource intensive, being strategic is necessary to select measures that are significant, compelling and speak to a wide variety of audiences.

Example questions we receive from different audiences include:

THE PUBLIC

Includes: Casual park user, program participant, visitor, critic, individual activist, media, advocacy groups, non-user

We want the audience to:	Key Messages	The role of Performance Mgmt
Develop an understanding of our mission	Seattle Parks and Recreation (SPR) programs and services are critical	Demonstrate who we serve and why Provide snapshot of the work we do and the impact
Trust we are doing a good job	SPR is a good steward of your tax dollars	Develop financial information
Participate, support and advocate	SPR offers a wide variety of programs and services that meet the needs of the community	Connect our results to scientific research and community indicators

> “
>
> Why should I support Seattle Parks and Recreation?

Differentiate our programs from other agencies	SPR’s mission and values are unique and set us apart from other providers	Describe results that demonstrate how our mission and values change lives, build community and steward the environment.
Try out a new program	It’s convenient to find classes, sign up, get financial assistance and customer service if you need help	Develop results that demonstrate ease of use, time to sign up, scholarships and customer satisfaction

> “
>
> There are lots of options, why should I sign up my child with Parks and Recreation?

COMMUNITY PARTNERS

Includes: Non-profits, friends of groups, individual volunteers, businesses

How does partnering positively benefit the community?

We want the audience to:	Key Messages	The role of Performance Mgmt
Partner with us to support our mission	SPR supports partnerships that help us achieve the mission of the organization	Provide evidence-based program results Provide evidence that our systems make it easier for partners to work with us.
Invest in programs and services	You can make a difference in your community by partnering with us	Quantify community benefits from partnerships

BOARDS AND COMMISSIONS

Includes: Park Board of Commissioners

How are you involving the public?

We want the audience to:	Key Messages	The role of Performance Mgmt
Provide a forum for input and feedback on policy, programs & services	Providing input makes a difference and all voices are welcome	Demonstrate result of public involvement Track demographics to ensure equity

EXECUTIVE

Includes: Mayor, Central Budget Office, Office of Policy and Innovation

How are you supporting the Mayor's vision?

We want the audience to:	Key Messages	The role of Performance Mgmt
Understand how SPR contributes to the Mayor's vision for Seattle	SPR contributes to a safe, affordable, vibrant, innovative and connected city	Conduct community surveys and feedback

Are programs cost effective?

Understand the value of programs and services	SPR programs and services change lives, steward the environment and build community	Demonstrate how outcomes compare with financial information

LEGISLATIVE

Includes: City Council, Legislative Central Staff

	We want the audience to:	Key Messages	The role of Performance Mgmt
How do you compare to other cities?	Understand how SPR is tracking with other cities	SPR is a leader in parks and recreation services	Benchmark programs and services periodically
How do programs and services compare across districts?	Keep sight of the citywide and equity perspective	SPR strives to serve the needs of all users	Create a citywide report that can be broken down into districts ,demographic groups, etc.

EMPLOYEES

Includes: Future and current employees

	We want the audience to:	Key Messages	The role of Performance Mgmt
Is SPR a good place to work?	Be proud, engaged and capable	SPR is a supportive place to work and grow	Provide employee statistics, survey results and professional development data
How are our programs and services doing?	Participate in reviewing results and improve the quality of programs and services based on information gathered	SPR is a learning organization that strives for excellence and innovation	Discuss data collected from a variety of sources including participant feedback, program evaluation, surveys and process review

HOW TO GET STARTED

1. Describe program in a quantifiable way

2. Define your audiences and key messages

3. Highlight measures that are significant for reporting to internal and external audiences

4. Develop procedure to collect data

5. Implement measures in information systems

6. Set and manage to targets

7. Review data and reports with your workgroup

8. Course correct programs and services as necessary

9. Report out in a variety of ways to different audiences

Just as the success of Parks & Recreation is a team effort, so is performance management

Wondering where you fit in to this new initiative? We all have an important role to play and success is dependent on us working together. Check out this flowchart to see how your actions contribute to continuous improvement and effective storytelling:

RECOGNIZE EXCELLENCE & INNOVATION

Recognize individuals who come up with new ideas and innovative ways to improve Seattle Parks and Recreation and tell our story more effectively.

DELIVERABLES: D Direction; G Goals; W Workplans; A Activities; C Collected Data; DB Dashboards; R Reports; RC Recognition

The next steps are clearly outlined

The Results Team has already developed a set of department-wide objectives to help organize our results. Division directors will work with unit managers to determine activities associated with each objective and strategies for evaluation data collection and reporting.

1. REFINE LIST OF ACTIVITIES

The **Results Team** works with managers, division directors and frontline staff to determine activities that will be included in the 2016 performance management system.

2. DEVELOP STRATEGY FOR REPORTING

Division Directors create key messages for reporting to various audiences. Part of this reporting includes the creation of a departmental dashboard.

3. CREATE PERFORMANCE MEASURES AND TARGETS

Unit Managers - with the support of the **Results Team**, staff and **Division Directors** - select measures and targets to quantify performance of activities. Measures help support Seattle Parks and Recreation's reporting strategy and will be organized by objective. The **Superintendent's Office** will ensure consistency across divisions.

4. CONVENE WORKGROUP REGULARLY TO DISCUSS RESULTS

Division Directors, Unit Managers and **Supervisors** meet regularly with staff to review program results, share feedback from the public and staff, and discuss any other pertinent information that could be used to improve the effectiveness and quality of programs and services.

5. INTEGRATE MEASURES INTO INFORMATION SYSTEMS

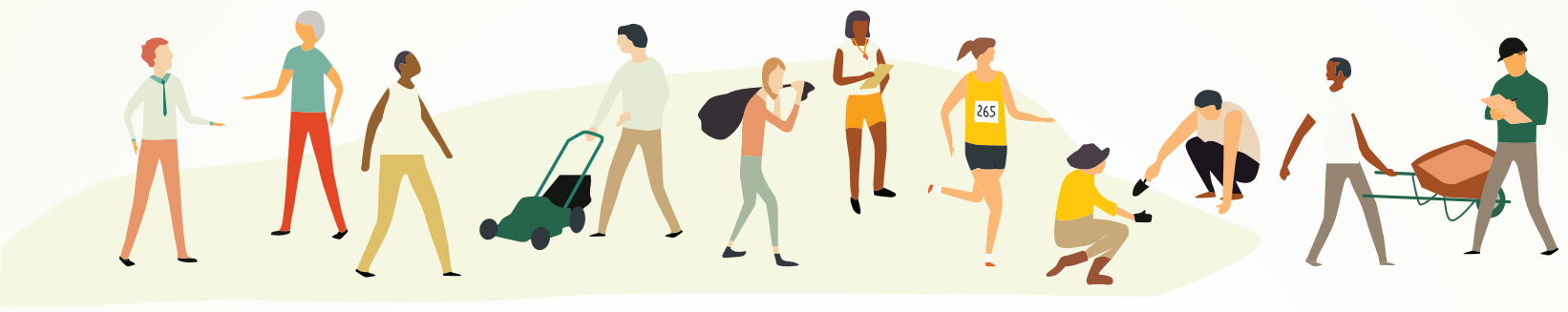
Once the reporting strategy is defined and measures have been proved useful for long-term tracking, integrate them into systems and system upgrades to automate performance needs. Our **Computing Resources Unit**, along with other **system upgrade work groups** (e.g., Asset Management, CLASS, FINMAP etc.), will collaborate with the **Superintendent's Office** and divisions to make this happen.

6. REPORT OUT TO VARIOUS AUDIENCES

Data from workgroups, surveys and other sources is organized into trends, service indicators and program results. Measures are stored in one place, but are compiled in different ways for different audiences including the public, legislative, executive and Seattle Parks and Recreation employees. Reporting occurs at **all levels of the organization** with different reporting tools.

7. EVALUATE PERFORMANCE MANAGEMENT INITIATIVE

Evaluate 2016 progress and determine how we should prioritize existing resources to improve data collection and reporting.



This is a department-wide initiative and we need your involvement to be successful!

Start thinking now about what data you need to understand the effectiveness of your program and tell your story. What are we doing well? Not well? How do you know?

WHAT CAN YOU DO RIGHT NOW?

IDENTIFY YOUR KEY AUDIENCES

and how performance management supports your success
(Now-Jan 2016)

BEGIN DATA COLLECTION

for new measures and regularly discuss results
(Jan 1, 2016)

REPORT RESULTS

to various audiences
(2016)

HEALTHY PEOPLE

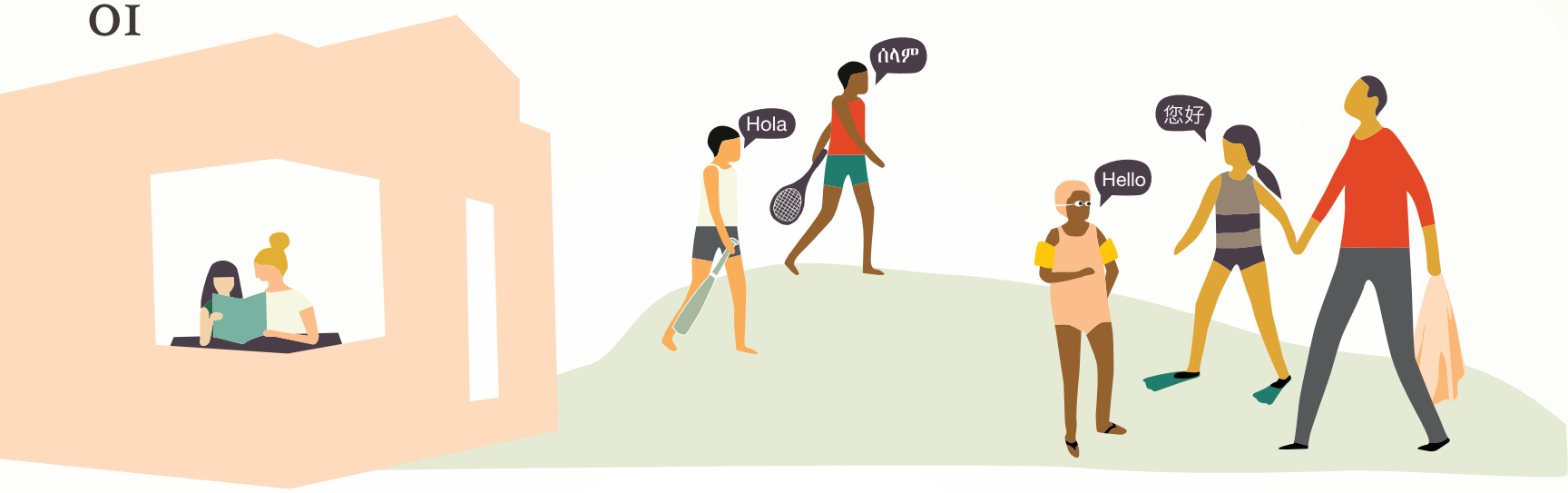
OBJECTIVES

01 Provide quality programs that meet ever-changing interests and needs of the community 19

02 Improve access to programs through free programs, scholarships, stipends and grants..... 21

03 Offer excellent and consistent customer service 23

04 Increase awareness by publicizing programs and services..... 25



Provide quality programs
that meet ever-changing interests and needs of the community

VISION

Our vision is to provide quality programs that improve health and well-being, develop life skills and build social connections. Success depends on programs reflecting the ever-changing needs and interests of the city, developing feedback loops with users and understanding the impact of programs through evaluation.

WHY WE CARE

As the population of Seattle continues to grow and change, our programs need to reflect the variety of needs and interests of our community. In order for our city to thrive, we must ensure everyone has opportunities to enjoy the outdoors, participate in athletics, socialize with others, develop life skills and build community.

10,611
PROGRAMS DELIVERED IN 2014

ACCESS

Equitable access to culturally relevant programs throughout the city.

OPPORTUNITY

Offer a variety of programs to support health and wellness, life skill development and social connections.

SUSTAINABILITY

Balance revenue generation with meeting community needs.

RESPONSIVENESS

Be flexible enough to respond to changing needs and interests of the community.

RACE AND SOCIAL JUSTICE INITIATIVE

Use the Racial Equity toolkit to eliminate racial inequities in the design and evaluation of programs.

ANALYSIS

We currently have access to data sources that include Summit financial information, CLASS registration data, people counter data and attendance records. While these methods provide valuable information, our ability to demonstrate the value of our programs would be enhanced if we could capture and track demographic information, positive experiences, and beneficial effects of programs on participants.

HOW WE GET THERE

1. Upgrade to a new system with operational functionality and data measurement capabilities.

2. Track and organize registration and rental data in fine detail.

3. Consider integrating mobile technology into system upgrades that allows customers to register for classes on-the-go.

4. Facilitate reporting by improving our ability to extract, compile and analyze data from systems.

5. Develop set of definitions for key measures to provide consistency in data analysis for a clearer picture of organizational performance.

6. Create system logic to suggest similar programs to registered participants during registration process and at program completion (e.g., "If you liked Drawing and Watercolor, you should try Teen Art Studio").

BRIGHT SPOTS

Youth Program Quality Assessment (YPQA) Pilot Program

Kiesha Cannon in the Youth and Teen Programs unit is working with School's Out Washington to implement a Youth Program Quality Assessment (YPQA) pilot program to equip staff with tools to measure performance through coaching, assessment and developing systematic improvement plans with clear goals and steps to improve service quality and effectiveness.

Learn more: **Kiesha Cannon**, Senior Recreation Specialist

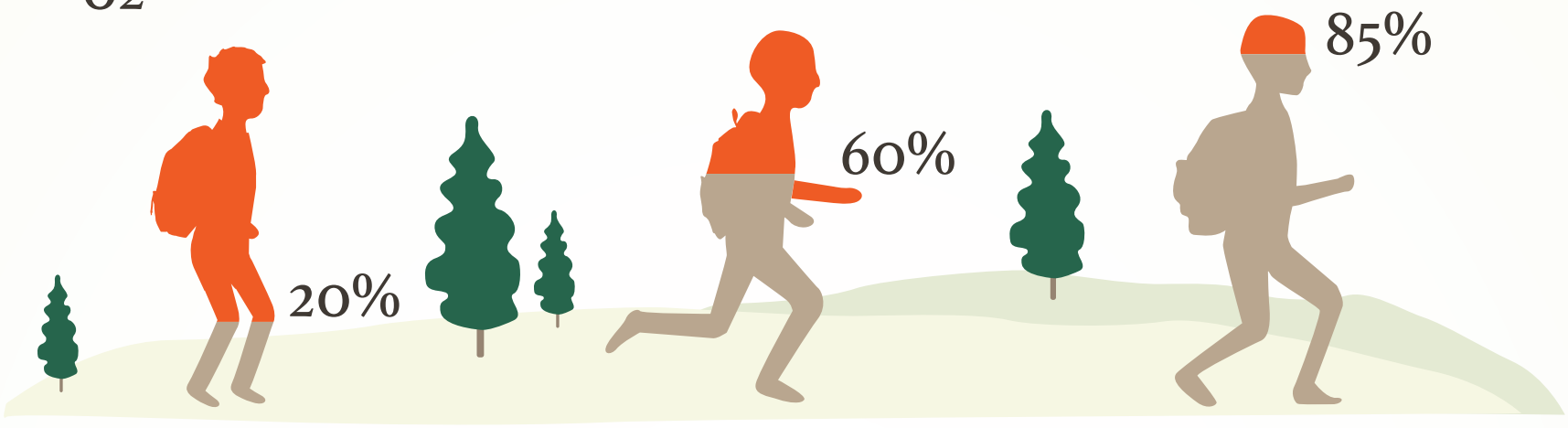
Recreation Results Framework

Five recreation programs participated in a pilot program with consultant Hal Williams to shift the focus of performance management from program outputs to outcomes. They developed a results framework to organize outcomes by success domains, set targets and track results. Staff now have the tools to demonstrate specific gains by participants as a result of program attendance.

Learn more: **Kelly Guy**, Recreation Division Director

SHOUT OUT

- Community Center Operations
- Good Food Program
- Magnuson and Discovery Parks
- Out-of-School Time Programs
- Community Learning Centers
- Youth and Adult Athletics
- Golf and Tennis
- Environmental Ed and Outdoor Learning
- Youth and Teen Programs
- Swimming, Rowing and Sailing
- Lifelong Rec & Spec Populations



Improve access to programs

through free programs, scholarships, stipends and grants

VISION

Our vision is to ensure all people, regardless of income, language, age or other needs are able to enjoy the physical, emotional & mental health benefits of our programs (to learn more refer to page 29). To improve financial access, we must ensure equitable distribution of resources and develop new funding sources and partnerships.

WHY WE CARE

The overall well-being of our city is only as strong as each individual. Household median income in Seattle is above the national average, but pockets of poverty exist throughout our city. 15% of people in Seattle live below the poverty threshold and child poverty increased 42% between 2005 and 2013.

$1,534,651

AWARDED BY PARKS AND RECREATION IN SCHOOL-AGE CARE SCHOLARSHIPS

ACCESS

Improve access to scholarships for our programs, services, and facilities for all residents.

OPPORTUNITY

Provide diversity of programming for all, regardless of income, through scholarships, reduced-fees, and youth employment programs.

SUSTAINABILITY

Protect the long-term viability of our financial aid through new funding sources and community partnerships.

RESPONSIVENESS

Ensure awareness, equitable usage and customer support in the scholarship program.

RACE AND SOCIAL JUSTICE INITIATIVE

Prevent racial and social inequity in the allocation of financial aid resources.

ANALYSIS

Our scholarship application process is centralized in a shared database, but allocation is handled differently depending on program and location. We have eligibility data, but can't track the number of people who actually received funding in aggregate. As a result, we have no way to assess comprehensively whether our funding is meeting the needs throughout our community.

HOW WE GET THERE

1. Create a scholarship management system to consistently track scholarship allocations citywide.

2. Standardize eligibility qualifications and the allocation process for all programs.

3. Streamline the process between eligibility and enrollment into programs.

4. Explore fast-tracking the allocation of scholarships using the applicant's acceptance into other programs as a form of documentation (e.g., Supplemental Nutrition Assistance Program card).

5. Analyze data to understand distribution and reduce disparity among locations to ensure we are adequately meeting the financial needs in our community.

BRIGHT SPOTS

Increasing Accessibility with "Scholarship Nights"

Completing the scholarship application process poses significant barriers for our non-native English speaking immigrant and refugee neighbors. To reduce this barrier, Community Centers host "Scholarship Nights" through our partnership with Neighborhood House to connect community members with helpful staff to translate forms and assist with the process.

Learn more: **Lori Chisolm**, Out of School Time/Youth Athletics Manager

Raising Funds for Supplemental Scholarships

Aquatics started a supplemental scholarship program to augment the standard 50% award for eligible participants. They raise funds in a variety of ways, including swim-a-thons, t-shirt sales at swim meets, individual donations through the "You Can Be a Superhero Too" campaign, employer donation matching programs and donations from organizations such as Seattle Children's and Tulalip Tribes. In 2014, they raised $45,000 for scholarships.

Learn more: **Kathy Whitman**, Aquatics Manager

SHOUT OUT

- Golf and Tennis
- Recreation
- Community Center Operations
- Youth/Teen Programs
- Out-of-School Programs
- Aquatics
- Specialized Population & Lifelong Recreation

Offer excellent and consistent customer service

VISION

Our vision is to provide consistently friendly, helpful, accurate and prompt attention and communication at all levels of the organization. We believe customer service extends to all our interactions with customers and each other and shapes the customer experience whether at the front desk, over the phone, on the website or at a public meeting.

WHY WE CARE

All customers deserve friendly, helpful, accurate and prompt attention and communication. If we want to retain customers, build relationships and increase utilization of services, we need to make the customer experience top-notch.

64%
OF 2014 CLASS REGISTRANTS WERE REPEAT CUSTOMERS.

ACCESS

Offer a consistent and quality access to park and facility programs and services via web, phone, in-person, etc.

OPPORTUNITY

Create opportunities for visitors to share their experiences at these various touchpoints.

SUSTAINABILITY

Improve the visitor experience to attract and retain customers.

RESPONSIVENESS

Use feedback to inform improvements in our programs, services and parks.

RACE AND SOCIAL JUSTICE INITIATIVE

Provide translation and interpretation for in-person interactions, public meetings, and events.

ANALYSIS

While we strive to provide excellent customer service, our customers are limited in the ways they can tell us about their experience. We need to create multiple feedback loops to capture this valuable information. Regular feedback from a variety of user groups will help us make our programs and services more effective and our parks more welcoming.

HOW WE GET THERE

1. Create multiple feedback loops (surveys, website intake forms, automatically-generated emails to class participants at end of program, etc.).

2. Develop a customer feedback toolkit to be used at all public meetings and events.

3. Develop systems to analyze customer satisfaction, requests, retention, attendance and frequency of participation.

4. Consider providing community center visitors with a scan card to better track attendance, preferences and reward repeat customers.

5. Enhance user experience on the website with an intuitive and engaging design layout that makes it easy for customers to find information.

6. Develop formalized customer service training curriculum for employees.

BRIGHT SPOTS

Customer Service Training

Through a partnership with the Office of Immigrant and Refugee Affairs, all recreation and aquatics staff will receive specialized cultural competency training. Starting in 2016, staff will learn how to more effectively communicate with various ethnic groups in order to provide excellent customer service.

Learn more: **Kelly Guy**, Recreation Division Director

New and Improved Website Coming April 2016

Webmaster Shelly Smith is redesigning our website using a data-driven process heavily influenced by multiple levels of user testing. The new website will feature engaging images and icons and accessible language to make finding information, registering for classes and providing feedback as easy as possible.

Learn more: **Shelly Smith**, Webmaster

SHOUT OUT

- Parks
- Recreation
- Regional Parks and Strategic Outreach
- Planning & Development
- Finance and Administrative Services
- Human Resources
- Superintendent's Office
- Communications and Community Outreach

Increase awareness

by publicizing programs and services

VISION

Our vision is for all people to have the opportunity to benefit from our wide variety of programs, services, parks and facilities. We need to make sure we are effectively getting the message out about available opportunities.

WHY WE CARE

Seattle continues to grow and the way the public consumes information is changing. We must define our target audiences and develop tools to measure how effectively we are reaching and retaining our customer-base.

21.3%
OF SEATTLE RESIDENTS SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME.

ACCESS

Increase accessibility of marketing materials (e.g., ADA, translation, social media, web-friendly, paper-based, etc.) to various target audiences.

OPPORTUNITY

Increasing awareness opens up opportunities for the public to enjoy programs and services.

SUSTAINABILITY

By expanding our reach, we can improve the effectiveness, inclusiveness and financial sustainability of programs and events.

RESPONSIVENESS

Adapt our marketing strategy to meet the diverse needs of target audiences.

RACE AND SOCIAL JUSTICE INITIATIVE

Ensure our marketing strategy takes into consideration the communication preferences of communities of color and underserved populations.

ANALYSIS

Our marketing strategy has traditionally relied on press releases and print brochures; however, research has shown that the public and media are getting their information from other sources such as social media. We need to continue to explore how we can be creative in our use of technology to keep up with the changing preferences of our target audiences.

HOW WE GET THERE

1. Define target audiences across community centers and programs.

2. Be more strategic in approach by creating consistent marketing messages across community centers and programs.

3. Collect demographic data in 'CLASS 2.0' system to measure how we are reaching our target audience and retaining customers.

4. Consider an annual marketing tool focused on attracting new customers and directing them to web resources.

5. Strategically provide print resources to ensure equitable access.

6. Translate to primary languages spoken in Seattle other than English. RSJ Tier One languages include: Spanish, Vietnamese, Cantonese, Mandarin, Somali, Tagalog, and Korean.

BRIGHT SPOTS

Tracking Demographics

Participants in Youth Employment Service Learning (YESL) programs are asked to complete a voluntary survey to track demographic and outreach data. Staff compare percent participation rates of various demographic groups with the general Seattle population to understand if their programs are equitable. This data informs their outreach strategy to reach underrepresented groups more effectively.

Learn more: **Ron Mirabueno**, Recreation Specialist

Get Moving Fund

56% of adults and 21% of middle- and high-school students are overweight or obese in King County. Our new Get Moving Fund initiative is aimed at increasing physical activity with a special focus on teaming up with community groups to more effectively increase awareness and get new users involved.

Learn more: **Lakema Bell**, Recreation Program Coordinator

SHOUT OUT

- Recreation
- Parks
- Regional Parks and Strategic Outreach
- Out-of-School Time Programs
- Community Learning Centers
- Youth Athletics
- Environmental Learning Centers
- Youth and Teen Programs
- Community Center Operations
- Lifelong Recreation
- Specialized Populations
- Aquatics
- Communications and Community Outreach

HEALTHY ENVIRONMENT

OBJECTIVES

01 Prolong the life and usefulness of facilities through integrated asset management 29

02 Preserve, expand and reclaim park property for public use and benefit 31

03 Provide clean, safe, welcoming and accessible parks and facilities 33

04 Steward an environmentally sustainable parks system for the next generation 35

Prolong the life and usefulness of facilities
through integrated asset management

VISION

Our vision is to provide a world class park and recreation system for Seattle. To ensure that we manage facilities and parks to the fullest potential, we must use an integrated approach to planning, development, programming, incidental and major maintenance. Through improved systems, optimization of resources, maintenance efficiencies and regular capital investment, we will improve the longevity, safety, sustainability, use and appearance of our assets.

WHY WE CARE

With 6,200 acres of parkland, 465 parks, 26 community centers, 10 pools and 3 environmental learning centers, Seattle Parks and Recreation has an important legacy to protect. As the population of Seattle continues to grow, increased pressure will be placed on existing facilities to meet the needs of existing and new visitors.

+ 1,000,000
SQUARE FEET OF BUILDING SPACE

ACCESS

Ensure equitable distribution of maintenance services citywide.

OPPORTUNITY

Increase the opportunity for programming by scheduling maintenance strategically to limit the hours facilities are closed.

SUSTAINABILITY

Utilize sustainable (or green) building practices.

RESPONSIVENESS

Construct facilities that are flexible and can be programmed multiple ways.

RACE AND SOCIAL JUSTICE INITIATIVE

Ensure racial equity in our asset management strategy.

ANALYSIS

Our capacity to manage our assets effectively and equitably citywide has been limited by fragmented systems, multiple databases and a paper-driven system. Our new asset management system will facilitate more accurate data collection and better informed decision-making about our priorities, use of resources and workload capacity. As a result, we can improve operational efficiency, conserve financial resources and expand service opportunities.

HOW WE GET THERE

1. Implement new asset management system that merges existing systems and miscellaneous databases to track repair and maintenance of assets.

2. Establish resource management plans and planned maintenance schedules.

3. Assess the condition and performance of assets as a program and regularly in the field.

4. Inform the future replacement of assets using condition, work order data and age.

5. Integrate asset management with the capital improvement planning and property acquisition processes.

6. Facilitate reporting by improving our ability to extract, compile and analyze data from systems.

BRIGHT SPOTS

Creating an Asset Management/Work Order (AMWO) System

The Asset Management Work Order (AMWO) Project is a software implementation project with a “Go live” date scheduled for September 2016. Parks and Recreation’s AMWO Project Core Team, working with software vendor AssetWorks, will improve and integrate the way we collect and report data related to asset inventory, work planning and scheduling, cost-estimating and tracking.

Learn more: **Pam Banks**, Project Manager

A New Project Control Center

Planning and Development is implementing a new cloud-based system called the Project Control Center (PCC) to manage workflow and automate project delivery processes from the planning to construction phase of projects. The new system will feature project dashboards with real-time status updates to support accountability, communication, and productivity.

Learn more: **Andy Sheffer**, Project Manager

SHOUT OUT

- Acquisition & Planning
- Project Management
- Major Maintenance
- Engineering and construction administration
- Tree maintenance
- Park cleaning, repair and landscape restoration
- Golf Course maintenance
- Natural area maintenance and restoration
- Facility and pool repair, custodial and programming

Preserve, expand and reclaim park property
for public use and benefit

VISION

Our vision is to continue our rich park heritage, initiated by the Denny family and designed by the Olmsted Brothers, to serve the people of Seattle by protecting our 6,200-acre park system against encroachments, and by acquiring additional property to improve public access, preserve natural habitat, and increase connectivity among our parks.

WHY WE CARE

As the population of Seattle continues to grow, it is our responsibility to safeguard existing parkland and secure additional acreage to meet the needs of our changing city.

6,200
ACRES OF PARK LAND ARE OWNED BY SEATTLE PARKS AND RECREATION

ACCESS

Expand property in underserved areas and limit encroachments.

OPPORTUNITY

Deliver open space creatively for visitors to enjoy.

SUSTAINABILITY

Safeguard existing park land and secure additional acreage to meet future demand.

RESPONSIVENESS

Find creative ways to respond to meet community needs for expanded park spaces.

RACE AND SOCIAL JUSTICE INITIATIVE

Ensure equitable access to parks and green spaces for communities of color.

ANALYSIS

Due to the growing population density and limited available space in Seattle, we must continue find non-traditional ways of achieving open space goals and removing private property encroachments. Open space comes in many forms such as on roofs, rights-of-way, corporate plazas and school grounds.

HOW WE GET THERE

1. Continue to implement the strategy for freeing up parkland from encroachments and evaluate approach.

2. Review comprehensive plan goals, particularly the criteria used to define the park service distance radius.

3. Collaborate with other city agencies and community partners to repurpose existing city property to park land where appropriate.

4. Implement a data management system to preserve and improve access to information.

5. Harness technology (GIS, Google imagery, etc.) for enhanced analysis, decision-making and reporting.

6. Explore ways to quantify open space.

BRIGHT SPOTS

Preserving History for Future Use

The Property and Acquisition unit is scanning and organizing more than 100 years of historical files, including property records, permits, maps, legal documents, and agreements. This process will improve data management, protect valuable information and enhance the unit's capacity to find the information they need quickly and efficiently.

Learn more: **Don Harris**, Property and Acquisition Manager

First Hill Public Realm Action Plan

In response to limited space for park land in First Hill, we collaborated with the Seattle Department of Transportation and the Seattle Department of Planning and Development to create the Public Realm Action Plan. The plan outlines a creative joint strategy for creating a system of connectedness through right of way reallocation, private development partnerships, and strategic site selection for potential acquisition.

Learn more: **Chip Nevins**, Property and Acquisition Services

SHOUT OUT

- Acquisition
- Planning
- Park cleaning, repair and landscape restoration
- Natural area maintenance and restoration

Provide clean, safe, welcoming and accessible
parks and facilities

VISION

Amid the commotion of city life, Seattle Parks & Rec facilities should be an inviting refuge for visitors. Maintaining the safety and usability of these spaces requires continued vigilance, regular inspections and optimization in custodial and maintenance services. Through improved systems and processes, we can increase our service delivery and customer satisfaction.

WHY WE CARE

Little is more visible and public-facing than the condition and appearance of our parks and recreation facilities. Legacy Plan survey respondents ranked comfort station cleaning and litter pick up as the most desired maintenance services. We have many parks and facilities throughout Seattle, but we cannot achieve our mission if our spaces are not clean, safe, welcoming and accessible.

465
PARKS

26
COMMUNITY CENTERS

ACCESS

Provide equitable levels of service citywide and ensure physical access for users of all abilities.

OPPORTUNITY

Keep spaces in good conditions for people to play, learn, contemplate and build community.

SUSTAINABILITY

Maximize environmental sustainability through innovative approaches to maintenance activities.

RESPONSIVENESS

Provide attentive and high quality custodial and maintenance services and minimize program interruptions.

RACE AND SOCIAL JUSTICE INITIATIVE

Ensure all parks and facilities meet standards for appearance and condition.

ANALYSIS

A clean, safe, welcoming and accessible park sets the stage for a wonderful experience. That's why we attend to a wide range of services, including litter and garbage, comfort stations, play areas, off-leash areas, natural areas, horticultural landscapes and much more. To improve our effectiveness, we need consistent standards, a mechanism for soliciting public feedback better and a way to quantify the relationship between level of service and use of resources.

HOW WE GET THERE

1. Create consistent definitions and standards of clean, safe, welcoming and accessible across all parks and facilities.

2. Ensure equitable and excellent service delivery by tracking service level by geographic area.

3. Develop a consistent way to track customer perceptions of our parks and responsiveness to customer complaints.

4. Make it convenient for the public to report needed repairs and provide feedback to the requesters.

5. Integrate mobile technology and new work order system into current practices.

6. Train all maintenance staff to use the same systems in the same way to ensure consistency and equitable service delivery across the park system.

BRIGHT SPOTS

New Approach to Fire Pits at Golden Gardens Park

Every summer, thousands of people come to Golden Gardens to enjoy a beach campfire. Our maintenance team works diligently to keep the park clean, safe and welcoming. To expand recreation space, Park Resources moved fire pits to the north end of the beach. The 2015 summer has tracked a sharp reduction in illegal fires and noise and safety complaints.

Learn more: **Patrick Merriam**, North Regions Park Resource Manager

PLANT Time-Keeping System

To tell the Park Resources story better, maintenance staff record their time against activities and locations. When coding is compared to Resource Management Plans we have the ability to determine the level of service provided at each park. Best practices and lessons learned from PLANT and previous systems will inform workflows used in the new Asset Management/Work Order system.

Learn more: **Dan Johnson**, Parks Division Director

SHOUT OUT

- Park Resources
- Natural Resources
- Greenhouse and specialty gardens
- Urban Forestry and Trails
- Facility repair and custodial staff
- Golf Course maintenance

Steward an environmentally sustainable parks system
for the next generation

VISION

Seattle Parks and Recreation aims to be a leader in environmental sustainability by responsibly managing utilities and waste, providing healthy built and natural environments, connecting people to nature in the city, creating the next generations of stewards and contributing to clean air and water.

WHY WE CARE

The choices and actions we make today will leave a lasting impact on future generations. While Seattle is known for its lush greenery, abundant water and beautiful landscape, our natural resources are not infinite and it is up to us continue this legacy.

1,231

PARK ACRES IN ACTIVE RESTORATION THROUGH THE GREEN SEATTLE PARTNERSHIP.

ACCESS

Reduce or eliminate barriers to accessing natural areas.

OPPORTUNITY

Provide opportunities for people to connect with nature and to develop an ethic of environmental stewardship.

SUSTAINABILITY

Use environmentally responsible management procedures.

RESPONSIVENESS

Respond to a growing body of research that human beings, especially children, should be spending more time outdoors.

RACE AND SOCIAL JUSTICE INITIATIVE

Ensure communities of color, and other underserved communities have equitable access to healthy, clean environments that are free of pollutants and toxins.

ANALYSIS

Environmental stewardship has a long history of goal-setting and data tracking to make environmental gains by reducing paper, optimizing water and energy use, restoring forests, etc. Because much of this work is invisible, measures will continue to be an important component of our strategy to justify programs, make progress and leverage funding.

HOW WE GET THERE

1. Build on measures developed in the 2013 Environmental Stewardship Report.

2. Re-define a departmental strategy for environmental stewardship and education programs.

3. Align environmental goals and activities with existing citywide plans and legislation (e.g., the Office of Sustainability and Environment).

4. Forge partnerships with community organizations and other city departments to leverage resources and knowledge.

5. Integrate utility performance as part of asset performance.

6. Share tools, ideas and resources among units to develop best practices.

BRIGHT SPOTS

Seattle Parks Tree Inventory

With roughly 100,000 trees in developed park land alone, keeping track of them is a challenge. The Urban Forestry unit started the Seattle Parks Tree Inventory to increase efficiency of their operations. Tree crews map every tree they work on using the "Collector for ArcGIS" app on their smartphone that automatically updates the central office system for aggregated data analysis.

Learn more: **Deborah Brown**, Arboriculturist

Using Data to Save Water

Using comprehensive irrigation software and usage data from Seattle Public Utilities, Karen Galt creates monthly reports to optimize irrigation systems at 343 parks. Karen compares current usage rates to yearly trends, identifies leaks, and makes adjustments to the irrigation schedules. Her analysis provides valuable insight for how we can most efficiently and effectively use our water resources.

Learn more: **Karen Galt**, Landscape Architect

SHOUT OUT

- Utility Conservation
- Facility and Park Maintenance
- Urban Forestry and Trails
- Urban Agriculture
- Regional Parks
- LEED Construction
- Wildlife and habitat
- Environmental Ed and Outdoor Learning

STARBUCKS COFFEE
Dancing 'til Dusk

STRONG COMMUNITIES

OBJECTIVES

01 Connect the public with a diversity of opportunities to gather, play and celebrate 39

02 Improve access and reduce barriers for underrepresented and underserved communities 41

03 Activate Downtown Parks to create a welcoming environment for all..... 43

04 Encourage community engagement and volunteerism..... 45

Connect the public with a diversity of opportunities
to gather, play, and celebrate

VISION

Our vision is to build community, encourage the interaction of diverse communities, and enrich lives. To accomplish this goal, we must provide a wide range of free and affordable opportunities including parks, playgrounds, wading pools, picnic shelters, athletic fields and event venues for individuals and organizations to gather, play and celebrate.

WHY WE CARE

Social interaction and togetherness, such as family, friend and team events, camps and community events lead to a happy and healthy society. According to a 2012 survey by the Washington State Recreation and Conservation Office, picnicking is the most popular event outdoors and attending social events is the most popular event indoors in our region.

66,686
EVENT PERMITS ISSUED IN 2014

ACCESS

Provide affordable and equitable access to venues across the city.

OPPORTUNITY

Provide a wide range of free public events, affordable rental options and options for unplanned gatherings.

SUSTAINABILITY

Balance affordability and revenue generation from reservations and rentals.

RESPONSIVENESS

Provide excellent customer service and a streamlined process responsive to community needs.

RACE AND SOCIAL JUSTICE INITIATIVE

Support culturally relevant events that celebrate diversity.

ANALYSIS

In 2014, we hosted 61,183 athletic games and practices, 4,024 picnics, 1,479 other events and an unquantified number of unpermitted gatherings. The process for analyzing data relies on a combination of spreadsheets from CLASS and other sources. Ideally event planning, project management, revenue and data reporting would be better integrated for enhanced reporting and management.

HOW WE GET THERE

1. Create consistent definitions and protocols for entering events into the CLASS system to create a unified story across the department.

2. Develop a consistent methodology to count attendance at permitted and unplanned events in parks and community centers.

3. Report citywide data to find where we could improve implementation, quantity and/or equitable distribution of our events.

4. Develop feedback loops for event attendees to share their experience, suggest ways we can improve and request new events.

5. Implement a system tool to manage event planning, program management, and event data collection comprehensively.

6. Develop website capability for the public to see real-time availability, book reservations and facility rentals online.

BRIGHT SPOTS

Fitness Zones Across the City

In partnership with The Trust for Public Land, The Seattle Parks Foundation and MOMentum, we are installing outdoor gyms called Fitness Zones throughout the city to encourage exercise in a fun environment. In addition to the seven Fitness Zone areas already in place, we are adding four more in West Seattle, the Central District, and Beacon Hill in 2015-2016.

Learn more: **Andy Sheffer**, Project Manager

New Arts in the Parks Program in 2016

Arts in the Parks will provide arts and cultural activities in underserved communities by partnering with local neighborhood groups and the Office of Arts & Culture. Organizers developed a list of preferred parks using a set of criteria that included gaps in arts funding, demographic data and input from Crew Chiefs on which parks could benefit from this program.

Learn more: **Brian Judd, Manager**, Warren G. Magnuson Park and Park Activation

SHOUT OUT

- Event Support
- Park Resources
- Facility Maintenance
- Community Centers
- Youth Athletics
- Volunteer Programs
- Athletic and Event Scheduling
- Magnuson Park

Improve access and reduce barriers
for underrepresented and underserved communities

VISION

Our vision is to provide spaces and programs that are accessible to all. To meet the needs of the public, we must be aware of the different types of barriers that keep people from engaging and benefiting from our parks, programs, facilities and events.

WHY WE CARE

We value the multicultural diversity of our city. As Seattle continues to grow, we must respond with increased targeted outreach to immigrant, refugee and historically underserved populations to make sure everyone can participate in our programs and services.

$460,135
PER YEAR TO INCREASE "RECREATION ACTIVITIES FOR ALL."

ACCESS

Increase outreach to immigrant, refugee, and historically underserved populations citywide.

OPPORTUNITY

Develop a diverse set of culturally relevant programs and services.

SUSTAINABILITY

Support the long-term accessibility of programs and services to our growing multicultural population.

RESPONSIVENESS

Understand and address institutional, societal and financial obstacles to participating in programs and using parks and facilities.

RACE AND SOCIAL JUSTICE INITIATIVE

Use the Inclusive Outreach and Public Engagement (IOPE) toolkit to achieve equitable participation in programming and planning.

ANALYSIS

More often than not, units across Parks and Recreation work separately to improve access and reduce barriers. We would be more effective if we established a framework of best practices, offered professional development training for staff, and better used existing resources (Racial Equity Toolkit, IOPE, the neighborhood planning kit, and applicable stakeholder analyses).

HOW WE GET THERE

1. Continue department-wide awareness, education and trainings about race and social justice and cultural competency.

2. Audit and revise policies, procedures, services, and programs to remove any existing institutional racism and discriminatory elements.

3. Better use of existing race and social justice tools in our planning and program development processes.

4. Collect demographic data for our park and program users to understand who we are not reaching.

5. Conduct public outreach and engagement activities to understand community needs better and to generate ideas for reducing barriers.

6. Ensure alignment between RSJI outcomes, strategies, and actions (ROSA) with performance management framework.

BRIGHT SPOTS

Using Equity Measures for Environmental Learning Programs

Building on their commitment to increase program participation by underserved communities to 50%, the environmental education and outdoor learning team established equity measures and benchmarks to track their progress. To share their results, they created an engaging dashboard for each program with a description of the program, measures, and feedback from participants.

Learn more: **Rebecca Karlsen**, Matrix Manager, Recreation

RSJI Outcomes, Strategies, and Actions (ROSA Database)

Our RSJI Change Team is developing an annual department work plan to advance our city's racial equity goals. The work plan includes outcomes, strategies, and actions around equity areas such as arts and culture, equitable development, health, environment, and service equity. This work plan will align with our performance management framework and will be reported to the public via the ROSA database through the Seattle Office of Civil Rights.

Learn more: **Shanyanika Burton**, Staff Analyst

SHOUT OUT

- Community and Teen Life Centers
- Good Food Program
- Out of School Time and Community Learning Center Programs
- Golf and Tennis
- Youth and Adult Athletics
- Aquatics
- Environmental Education and Outdoor Learning
- Youth and Teen Programs
- Specialized Populations

Activate downtown parks
to create a welcoming environment for all

VISION

The downtown area is growing and changing as more people want to live and work in an urban environment. Based on 2014 data, 243,995 people work downtown and nearly 65,000 people live downtown, including 2,690 children. The downtown area also attracts tourists, shoppers and people seeking government or community services. Our parks need to balance social and economic needs to create a welcoming environment for all.

WHY WE CARE

A park can be perceived as unsafe and go unused if it does not feel welcoming. In order for downtown parks to meet their full potential we need to ensure that all people—residents, workers, visitors, families, everyone—feel comfortable using the space to play, relax, attend an event and socialize with others.

12
PARKS FEATURED IN DOWNTOWN SEATTLE

ACCESS

Ensure downtown parks are welcoming to all users.

OPPORTUNITY

Develop engagement opportunities to encourage positive use of the space.

SUSTAINABILITY

Develop partnerships with community organizations to increase community engagement and establish a strong foundation for ongoing activation.

RESPONSIVENESS

Update park amenities and programs as needed to accommodate changing interests and needs in the community.

RACE AND SOCIAL JUSTICE INITIATIVE

Develop criteria to help prioritize the allocation of activation resources.

ANALYSIS

Our park concierges track the number of men, women, and children visiting specific parks on a daily basis as a general statistic to measure perceived safety. However, we don't analyze and report the data because it requires time-consuming manipulation. We are missing an opportunity to determine usage trends that could inform our strategy for downtown park activation.

HOW WE GET THERE

1. Create appropriate standards for park activation and public perception to measure performance.

2. Conduct park visitor surveys to track customer perceptions of our parks and to identify usage trends and popular interests.

3. Develop more consistent ways to track customer perceptions and responsiveness to customer complaints.

4. Enhance data collection tools to include more informative data (e.g., how people are using the park).

5. Improve reporting capability for daily park concierge data.

6. Continue collaborating with Seattle Police Department, Downtown Seattle Association, and other groups to share data and improve reporting.

BRIGHT SPOTS

Building Community with Park Events

To complement Belltown Beats, a park event with evening performances by local musicians, Downtown Parks worked with volunteers and community partners to co-host Salsa in the Street and Artists in the Park. These co-existing events brought a variety of community members together for a fun summer night of art, music, and dance.

Learn more: **Adrienne Caver-Hall**, Center City Parks Program Coordinator

Ping-Pong in Downtown Parks

Working with community partners, we are installing ping-pong tables in downtown parks to make them more inviting for people to enjoy the space and have fun. Hing Hay Park was the first to receive a table in 2011. Building off its popularity, we now have tables in Westlake, Occidental Square, Pier 62/63, and Cal Anderson parks.

Learn more: **Adrienne Caver-Hall**, Center City Parks Program Coordinator

SHOUT OUT

- Center City Parks
- Security/Park Rangers
- Downtown Park Resources
- Community Centers
- Facilities Maintenance
- Communications
- Parks and Green Spaces
- Planning

Encourage community engagement and volunteerism

VISION

We envision an interconnected city where people have abundant opportunities to work together around the common goal of strengthening our community. When everyone has a place to share their voices, time and talents, our community is stronger than the sum of its individual parts.

WHY WE CARE

Our success is heavily dependent on the number of active volunteers and partnerships and levels of community engagement. We must continue to attract and retain youth volunteers to build up the next generation of service leaders in our community. It is equally important to reach out to communities regularly and give them opportunities to participate in our planning processes.

36,633
INDIVIDUAL VOLUNTEERS

257,152
VOLUNTEER HOURS

ACCESS

Improve awareness of and reduce barriers to community involvement.

OPPORTUNITY

Provide a variety of ways for individuals and groups to connect with their community through service.

SUSTAINABILITY

Actively pursue and nurture relationship to encourage long-term and volunteers to encourage long-term involvement.

RESPONSIVENESS

Find ways to express sincere gratitude to volunteers and partners.

RACE AND SOCIAL JUSTICE INITIATIVE

Improve outreach and recruitment to underserved communities.

ANALYSIS

Smartphones and other recent advances in technology have changed the way many people interact, communicate and participate. In addition, we are seeing a trend towards an interest in quick, high impact, high responsibility volunteer opportunities. We need to be flexible and adapt to these trends to continue to foster and galvanize a civically engaged community.

HOW WE GET THERE

1. Develop a portal to share neighborhood information among community centers, Planning and Development, and recreation programs.

2. Explore new ways to engage the public in planning processes beyond the traditional public meeting.

3. Use demographic volunteer data to inform our outreach, appreciation, and retention strategy.

4. Provide volunteers with clear job descriptions, training, supervision, evaluation and a way for them to track their hours on publicly available computers.

5. Develop measurable outcomes for volunteer programs to demonstrate how their work supports our mission.

6. Celebrate!

BRIGHT SPOTS

Tracking Volunteers

In 2009, we installed a cloud-based system called Volgistics to help document and track volunteers by assignment and location at up to 354 active sites. Volgistics tracks demographic data to see who we are reaching as well as volunteer skillsets so we can conduct targeted outreach for future events. Volunteer Coordinators collect volunteer hours from staff, volunteers, and partners and publish an online annual report each spring.

Learn more: **Dawn Blanch**, Volunteer Programs Supervisor

Improving Community Engagement at Public Meetings

To increase community engagement and ensure all voices are heard, the Planning and Development team for the Hing Hay Park renovation and expansion project hosted small group discussions at tables with language interpreters at their first public meeting. Community members were welcome to share their thoughts and ideas for the park in their native language.

Learn more: **Kim Baldwin**, Landscape Architect

SHOUT OUT

- Community Center
- Green Seattle Partnership
- Planning and Development
- Youth and Teen Programs
- Park Resources
- Aquatics
- Lifelong Rec & Spec Populations
- Golf
- Seattle Volunteer Naturalist
- Ballfields
- Volunteer Programs
- Public Relations

SEATTLE PARKS AND RECREATION

www.seattle.gov/parks

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