Memorandum

Date: June 14, 2017
To: Park District Oversight Committee
From: Hazel Bhang Barnett, Strategic Advisor, Performance, Policy and Finance Division
Subject: Organizational Performance Management Framework – Update

Requested Committee Action

This is an informational briefing with no action requested of the Committee at this time.

Project Description

Seattle Parks and Recreation (SPR) currently has a strong system for measuring various outputs related to efficiency and productivity. We track and report metrics around number of community center visitors, number of permits issued, quantities of swim lessons provided, etc. Five such metrics are reported on a quarterly basis on the Mayor's Performance Seattle Socrata website: https://performance.seattle.gov/stat/goals/mfyh-i4i9.

For the Park District, we are in the third year of the six-year financial plan cycle measuring the following two areas of each initiative: (1) progress toward the stated objective (2) spending of allocated funds. Seattle Park District investments are reported on a quarterly basis on the Seattle Park District Socrata website: https://seattle-parks.budget.socrata.com/#!/year/default. We will make a formal presentation to the Committee with second quarter 2017 results at the September meeting.

SPR continues to focus on the overarching goals of ***Healthy People, Healthy Environment, Strong Communities, and Operational Excellence*** under the Parks Legacy Plan.

2017 Organizational Performance Management (OPM) Key Milestones

Q1	OPM function was transferred from the Superintendent's Office to the Performance Management, Policy, and Finance (PPF) Division for a greater alignment between OPM work with financial stewardship and business intelligence functions.
	SPR OPM advisor was hired in January.
	SPR OPM framework was reaffirmed by the Superintendent.
	SPR OPM Cross-divisional Team was reconstituted to begin its work plan - leaner but more focused on each line of business.
Q2	Various data tracking systems and business intelligence processes are being developed for 2018 launch, e.g. Active Net (new recreation program system), Asset Management Work Order System (AMWO), Summit Re-implementation (new budget system)

	SPR published 2016 Park District Annual Report.
	SPR published 2016 Resident Satisfaction Survey results.
	2017 Q1 expenditure data was uploaded to Socrata website.
Q3-Q4	A comprehensive inventory of performance measures will be completed. A set of measures will be prioritized for longitudinal tracking and evaluation for a SPR dashboard.
	SPR will partner with City Budget Office and Mayor's Office in a performance management pilot project.
2018 and beyond	SPR will launch a more comprehensive, integrated OPM dashboard. SPR will integrate OPM work with our business intelligence system capability to streamline data collection, analysis and reporting and to better inform business decisions.
	SPR will use OPM data to inform the next 6-year financial plan cycle of the Park District investments.
2018-2021	SPR will use OPM data to inform our National Recreation and Park Association's Commission for Accreditation of Parks and Recreation Agencies (CAPRA) accreditation process and continue emphasize continuous improvement and innovation from our lessons learned.

Attachments:

A: Update from October 2016 PDOC briefing

ATTACHMENT A

Organizational Performance Management (OPM) Program Plan Outline and Status
(Update to the October 2016 briefing memo to PDOC)

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Results Team formation - Completed

Basic framework development - Completed

Management and workforce training - Completed

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Systems analysis – Completed
- Parks maintenance tracking system (PLANT) data
- Program registration (CLASS) system upgrade
- Volunteer tracking (Volgistics)
- Permit application processing
- Race and Social Justice Initiative (RSJI) outcomes, strategies and actions (work plan goal items)

Customer feedback system development and launch – Completed

Integration of major department metrics – Currently underway

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SPR OPM Dashboard launch

Integration with individual performance evaluation systems in collaboration with Human Resources