ALIGNING STRATEGIC PLAN, FINANCIAL PLAN, AND *ORGANIZATIONAL PERFORMANCE*

May 23, 2019
Seattle Park Board & Park District Oversight Committee Joint Meeting
Hazel Bhang Barnett, Organizational Performance Management (OPM) Strategic Advisor
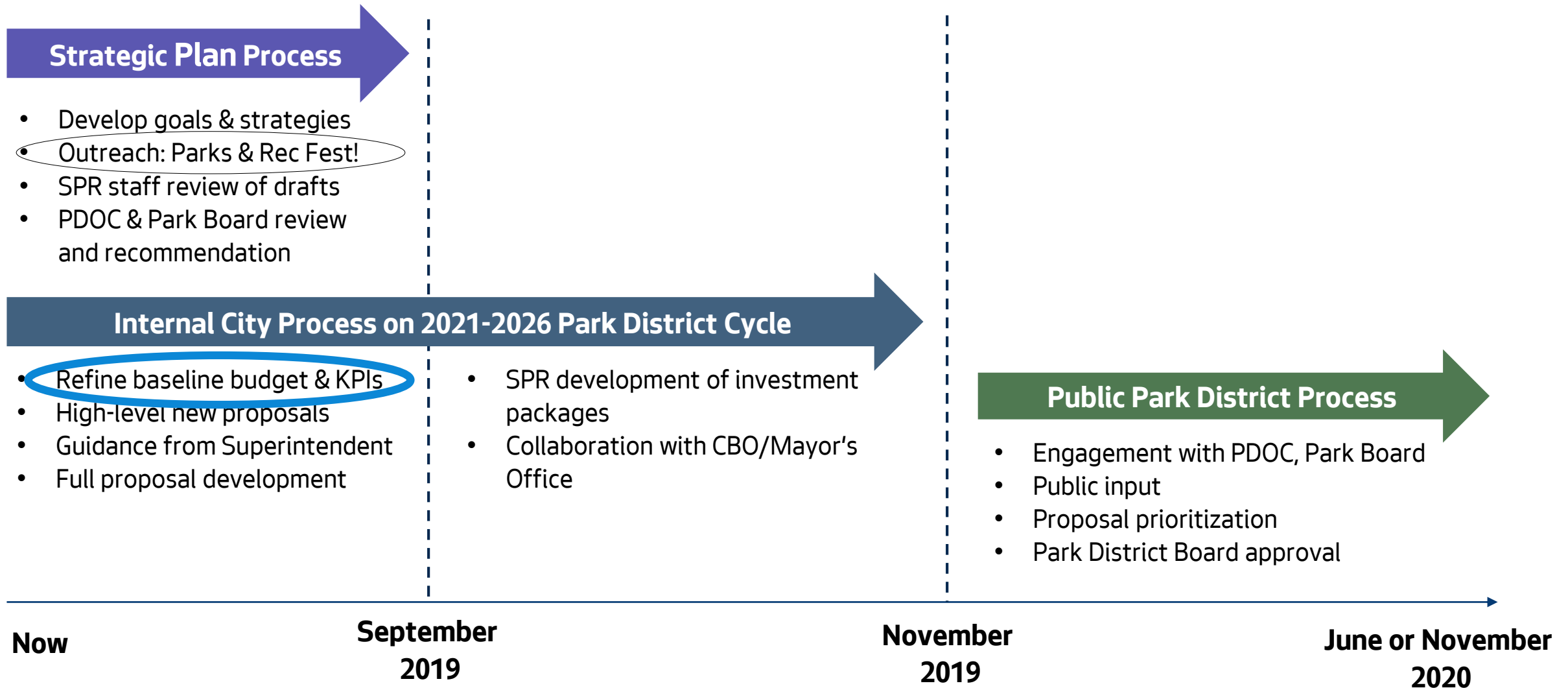
Seattle
Parks & Recreation

healthy people   healthy environment   strong communities

Context | Strategic Plan TimeLine

Strategic Plan Process

- Develop goals & strategies
- Outreach: Parks & Rec Fest!
- SPR staff review of drafts
- PDOC & Park Board review and recommendation

Internal City Process on 2021-2026 Park District Cycle

- Refine baseline budget & KPIs
- High-level new proposals
- Guidance from Superintendent
- Full proposal development

- SPR development of investment packages
- Collaboration with CBO/Mayor's Office

Public Park District Process

- Engagement with PDOC, Park Board
- Public input
- Proposal prioritization
- Park District Board approval

Now

September 2019

November 2019

June or November 2020

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Overview

1. SPR Organizational Performance Management (OPM) Work to Date

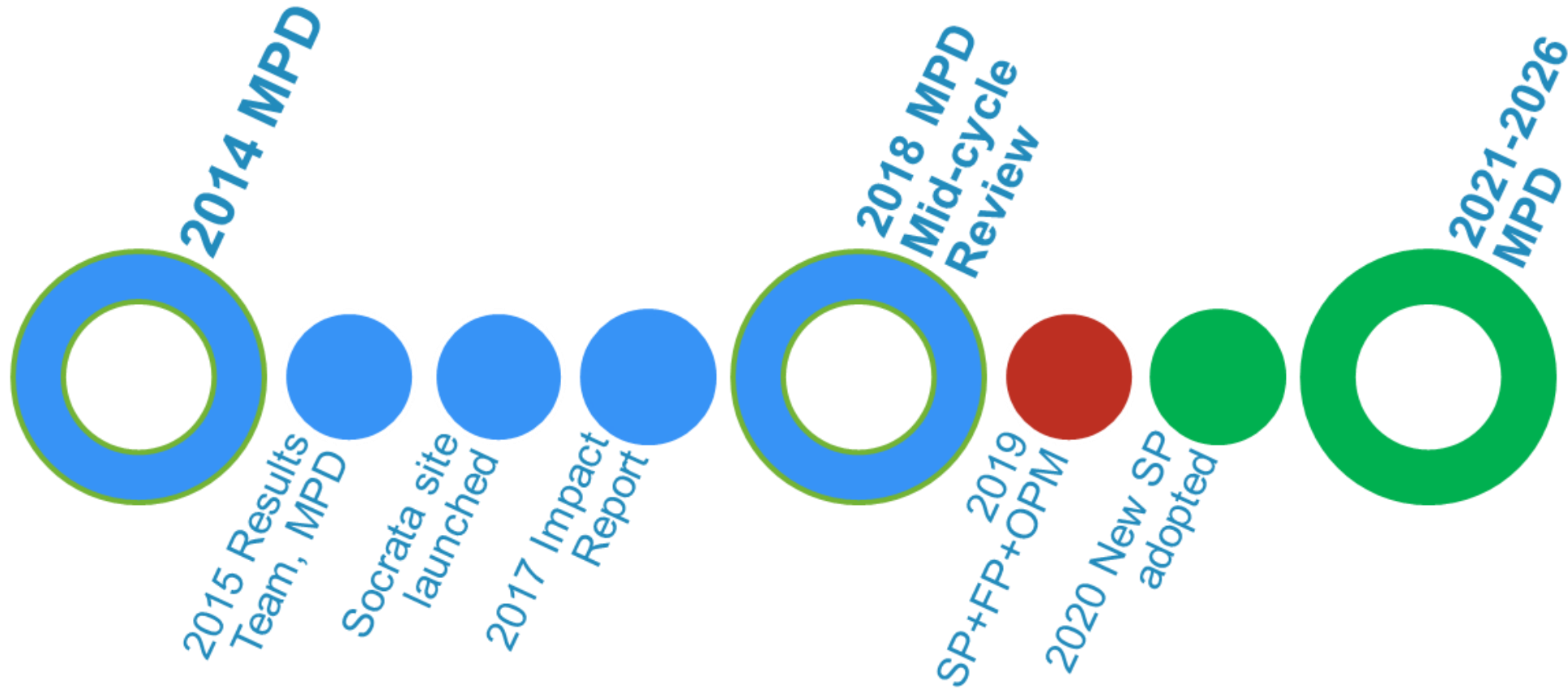- Timeline – Slide 6
- SPR Budget and OPM – Slide 5

2. 2019 Current Focus

- Leveraging Park District Investments in Performance Management – Slide 6
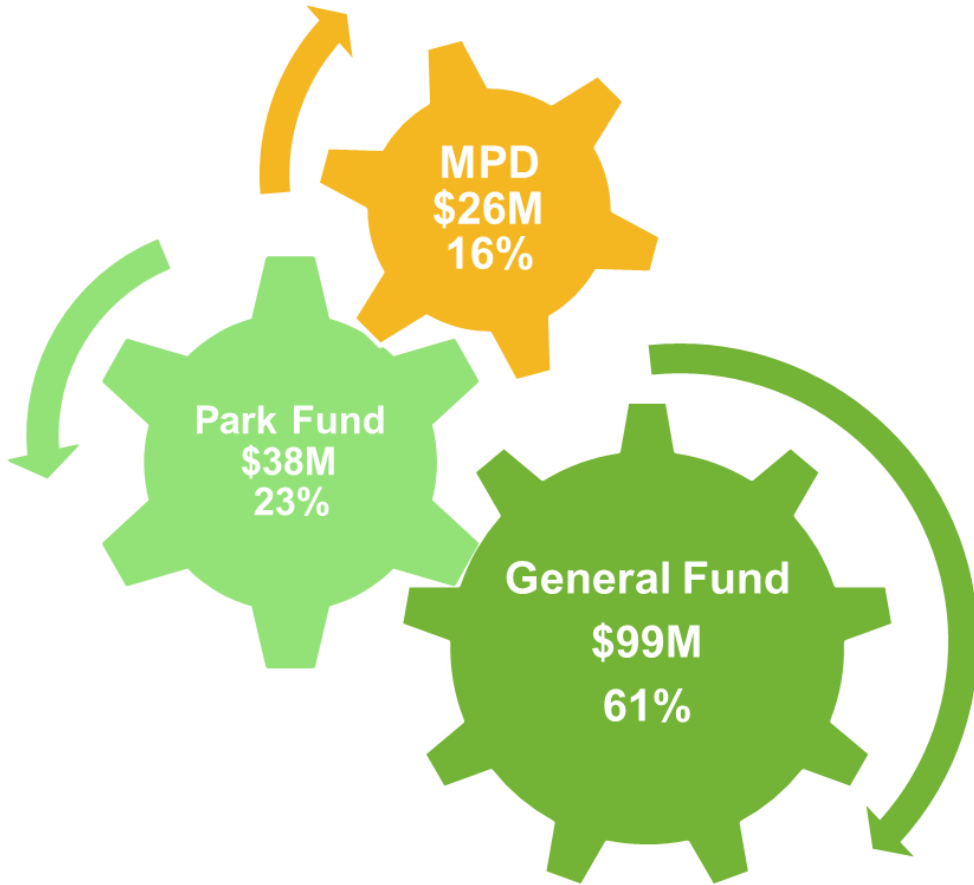- Changing Tires as we go – preferably with NASA tires – Slide 7

3. 2021-2026 Park District and a Whole System Approach – Slide 8

- Linking Budget Investments to Performance - Slides 9 & 10
- A Vertical Alignment = Cascading Goals and Measures – Slide 11
- Vision for Whole Systems Framework and E ^{3} – Slide 12
- SPR Business Intelligence Future – Slide 13
- Current BI Dashboards – Slide 14
- Next Steps – Slide 15

SPR Organizational Performance Management (OPM) Work To Date

2014 MPD

2015 Results Team, MPD

Socrata site launched

2017 Impact Report

2018 MPD Mid-cycle Review

2019 SP+FP+OPM

2020 New SP adopted

2021-2026 MPD

SPR Operating Budget ($163 M) and OPM

http://www.seattle.gov/seattle-park-district/about

2019 Current Focus

- ✓ 2018 Impact Report
- ✓ 2018 Park District Annual Report
- ✓ Park District Socrata Financial Dashboard
- ✓ Mayor's KPI Watchlist
- ✓ Superintendent's KPI Watchlist
- ✓ Tracking 30+ OPM measures
- ✓ Internal Dashboards (AMWO, ActiveNet, Esri/GIS, etc.)

Why Reinvent the Wheel?

NASA WHEEL

2021-2026 Park District – a Whole Systems Approach

Drivers

SPR Vision, Mission, Values
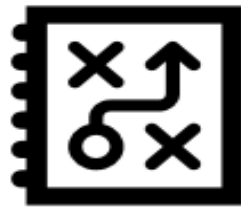
SPR Strategic Plan Goals & Strategies

Outcomes

Holistic view of SPR services & operations
(lines of business vs. initiatives)

Strategic, measurable investments
(outcome-focused key performance indicators)

Park District viewed as a funding source

"monitor and provide input on the development of the District's comprehensive performance management system and expect to see it operational as we move into the next funding cycle…" PDOC Letter, Jan. 16, 2019

Linking Budget Investments to Performance

Current Park District Reporting (example)

Investment Area	Initiative	2018		
		Funding	Key Performance Indicators	
		Park District	Scholarships Disbursed	Community Center Hours
Programs for People	Restoring Community Center Operations	$2.4 m	$400,000 by Q3 (100%)	Increased operating hours at 6 sites

Future Park District Reporting (example)

Investment Area	Line of Business	2018							
		Funding						Key Performance Indicators (illustrative)	
		Park District	%	General Fund	%	Park Fund	%	Scholarship Recipients	Community Center Visitors
Programs for People	Community Center Operations	$2.4 m	12%	$14.8 m	70%	$3.9 m	18%	4,329	3.85 million

Investment across funds, not just MPD

Long term goal: outcomes

Budget Investments linked to Performance Measures

An example

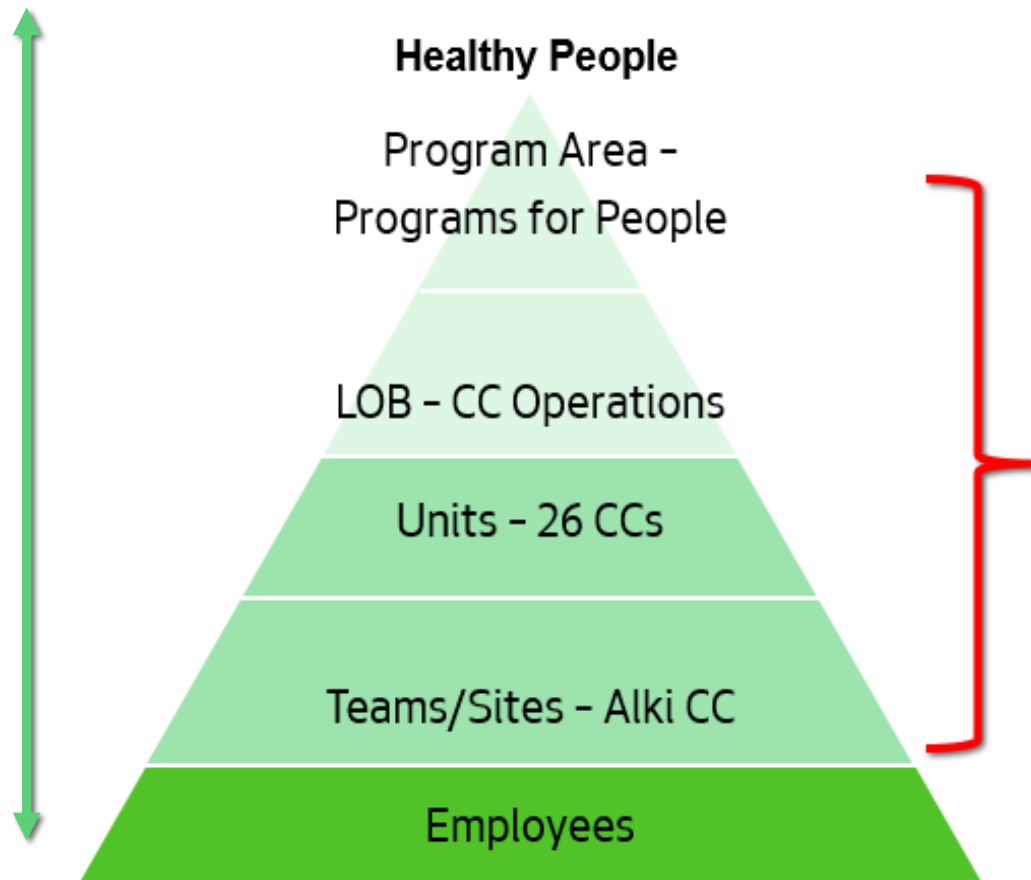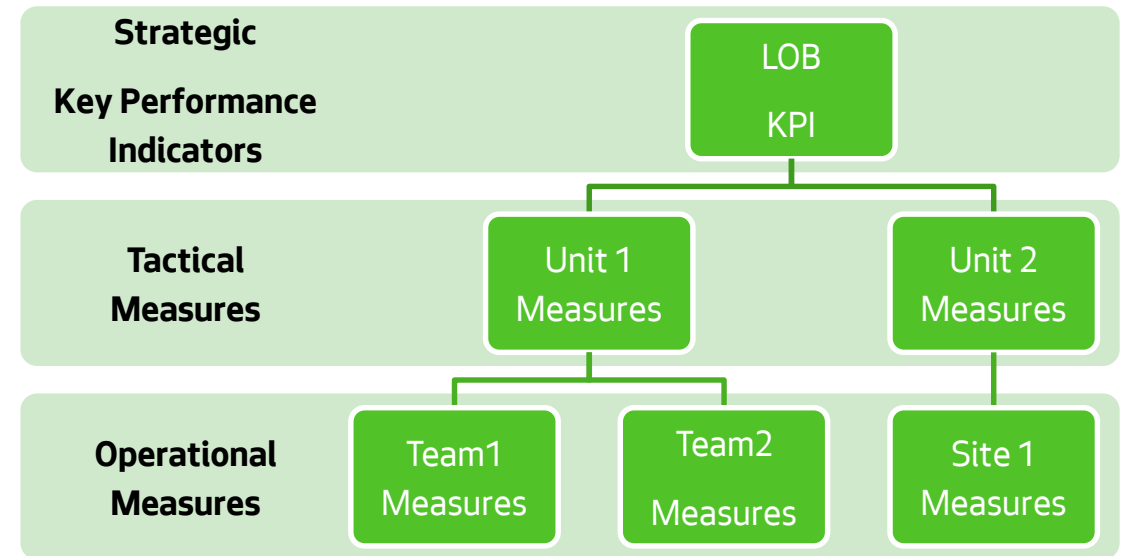| Line of Business	Unit (External)	Team/Site (Internal)	00100 - General Fund	10200 - Park And Recreation Fund	19710 - Seattle Park District Fund	Grand Total	HP	HE	SC	EQ	Line of Business KPI	Unit Performance Measures	Team/Site Performance Measures
Community Center Operations	26 Community Centers	Alki Community Center	$76,649	$52,439	$149,298	$278,386					Total # of visitors at all CCs	# of visitors by area	Unit measure by site/team
		Ballard Community Center	$53,720	$70,207	$242,618	$366,545					% utilization rate	# of registrations	Unit measure by site/team
		Belltown Community Center	$13	$2,157		$2,170					% customer satisfaction rating	$ of scholarships spent	Unit measure by site/team
		Bitter Lake Community Center	$428,557	$79,021	$48,143	$555,721					% of people reaching physical activity goal	# of free/drop in visitors	Unit measure by site/team
		Delridge Community Center	$286,676	$13,524	$83,876	$384,075						# of public access hours/operating hours	Unit measure by site/team
		Garfield Community Center	$306,723	$53,801	$93,320	$453,844						revenue per CC	Unit measure by site/team
		Green Lake Community Center	$221,451	$41,021	$93,330	$355,802						# staffing level	Unit measure by site/team
		Hiawatha Community Center	$236,535	$47,225	$93,320	$377,079							Unit measure by site/team
		High Point Community Center	$322,260	$80,749	$11,416	$414,426							Unit measure by site/team
		International District/Chinatown Communi	$153,815	$26,611	$164,072	$344,498							Unit measure by site/team
		Jefferson Community Center	$246,693	$50,204	$165,254	$462,151							Unit measure by site/team
		Lake City Community Center	$190,462	$19,164		$209,626							Unit measure by site/team
		Laurelhurst Community Center	$37,122	$31,093	$124,019	$192,234							Unit measure by site/team
		Loyal heights Community Center	$275,603	$20,051		$295,655							Unit measure by site/team
		Magnolia Community Center	$57,460	$54,582	$165,332	$277,374							Unit measure by site/team
		Magnuson Community Center	$3,202	$12,016	$447,473	$462,691							Unit measure by site/team
		Meadowbrook Community Center	$287,757	$88,605	$93,320	$469,681							Unit measure by site/team
		Miller Community Center	$40,278	$58,959	$249,207	$348,445							Unit measure by site/team
		Montlake Community Center	$313,663	$70,914		$384,576							Unit measure by site/team
		Northgate Community Center	$321,436	-$26,662	$46,685	$341,459							Unit measure by site/team
		Queen Anne Community Center	$329,946	$30,420	$10,187	$370,553							Unit measure by site/team
		Rainier Beach Community Center	$688,358	$79,709	$220,413	$988,481							Unit measure by site/team
		Rainier Community Center	$511,214	$61,830	$62,917	$635,961							Unit measure by site/team
		Ravenna-Eckstein Community Center	$209,595	$60,266	$93,330	$363,192							Unit measure by site/team
		South Park Community Center	$380,902	$31,279	$180,161	$592,342							Unit measure by site/team
		Van Asselt Community Center	$111,861	$16,117	$249,207	$377,186							Unit measure by site/team
		Yesler Community Center	$146,486	$37,589	$251,159	$435,234							Unit measure by site/team
	Community Center Operations Support	Community Center Operations Support	$1,377,175	$249,268	$405,966	$2,032,409						Op Support	Op Support
		Recreation Division Leadership	$681,703	$27,043	$138,581	$847,326							Op Support	Op Support

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A Vertical Alignment = Cascading Goals and Measures

Healthy People

- Program Area – Programs for People
- LOB – CC Operations
- Units – 26 CCs
- Teams/Sites – Alki CC
- Employees

Cascading OPM Measures

Strategic Key Performance Indicators	LOB KPI
Tactical Measures	Unit 1 Measures / Unit 2 Measures
Operational Measures	Team1 Measures / Team2 Measures / Site 1 Measures

Vision for Whole Systems Framework and E³

Efficiency, Effectiveness, Equity

Efficiency information

Effectiveness information

| Input | → | Process | → | Output | → | Outcome | → | Impact |
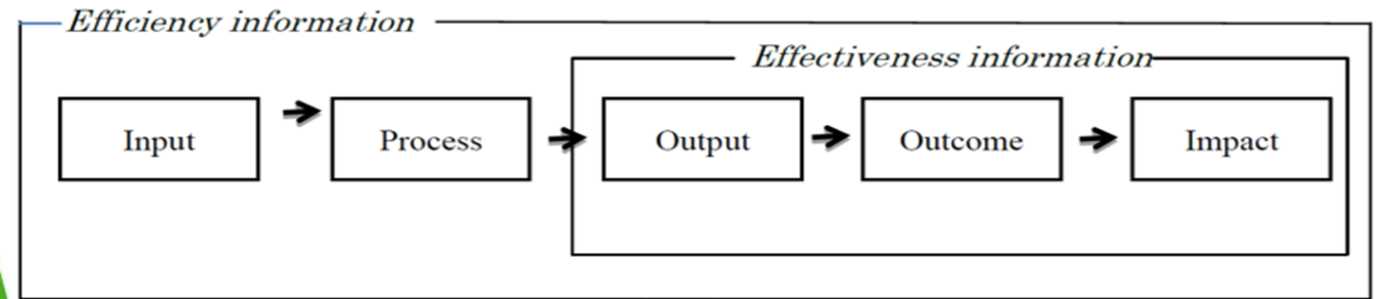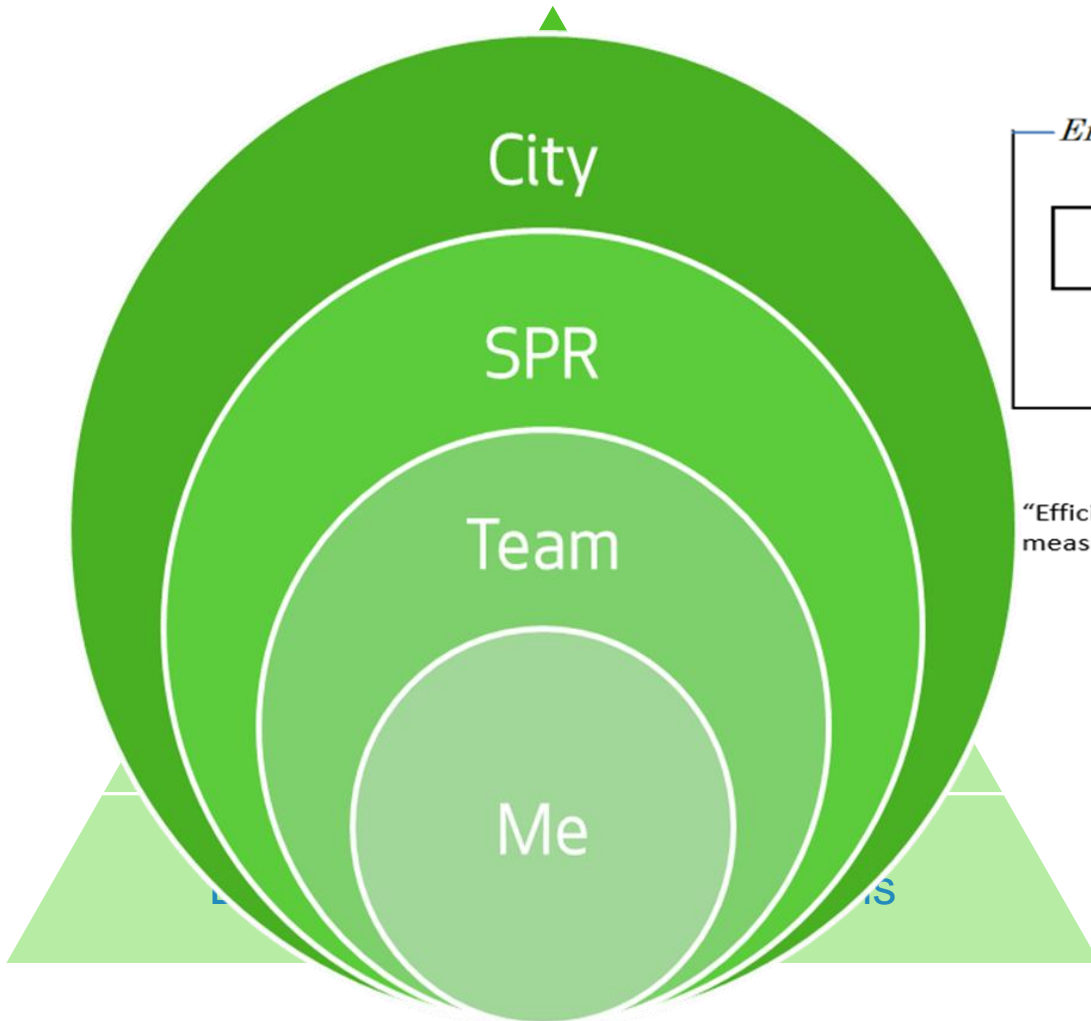
Source: adopted from Frey and Widmer (2009).

"Efficiency is oriented towards successful input transformation into outputs, where effectiveness measures how outputs interact with the economic and social environment.[1]"

City

SPR

Team

Me

Individual Alignment & Agency

SPR Business Intelligence Future?

Parks and Recreation – Conceptual Data Model
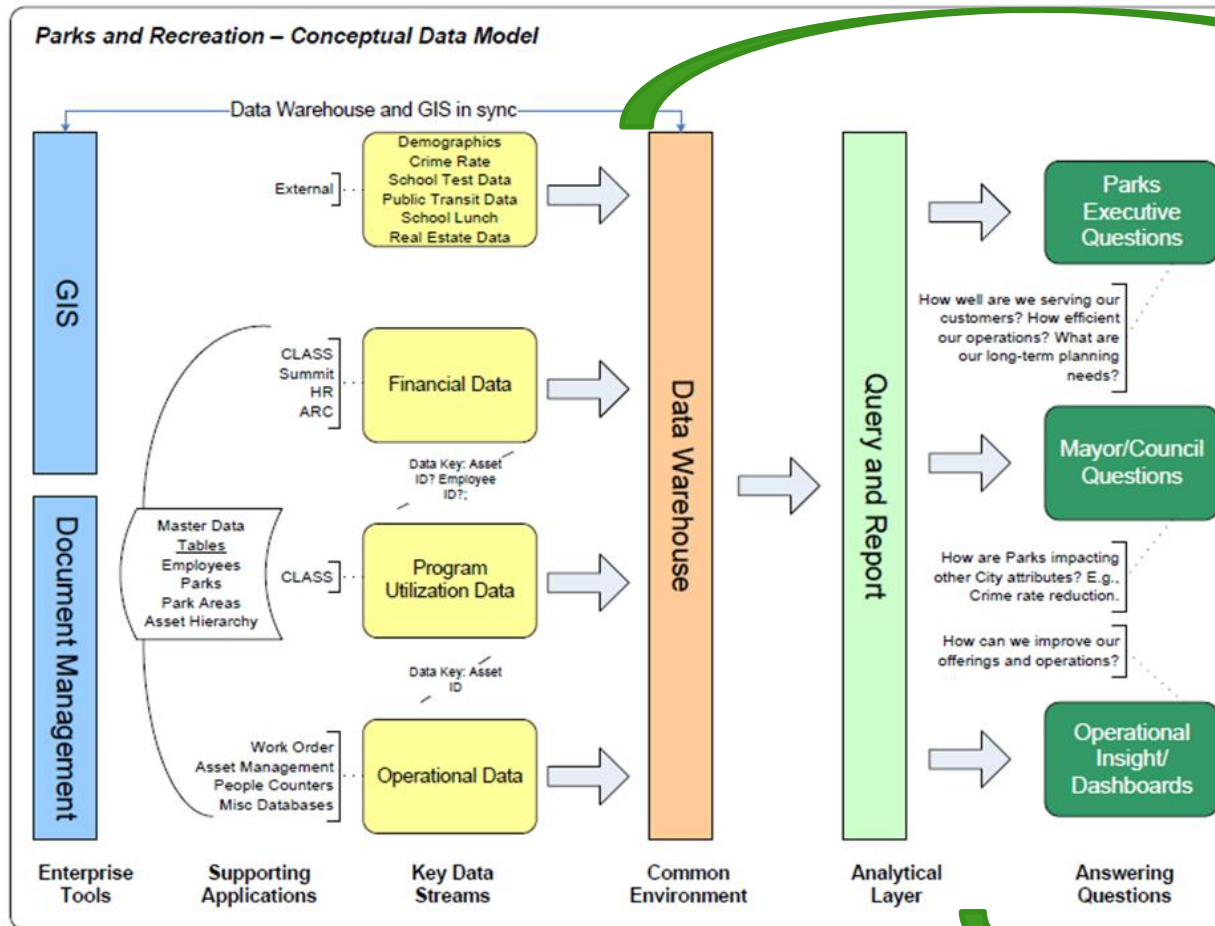
Existing Application/System:
- **ActiveNet registration**
- **PeopleCounter replacement**
- **AMWO**
- **eBuilder**
- **PeopleSoft accounting**
- **Volgistics database**
- **Esri GIS**
- **CRM, e.g. Happy/Not**
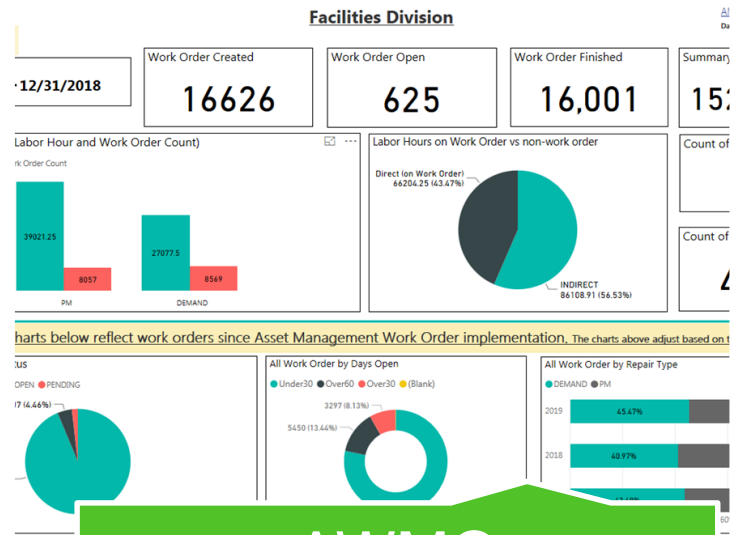
Data Dashboard or Visualization:
- Socrata
- MS Power BI
- Esri ArcGIS
- Tableau

Source: **Seattle Parks and Recreation Strategic Technology Plan**

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Examples of Current SPR Business Intelligence Dashboards

PD Socrata
Financial Dashboard

AWMO
Work Order & Labor

Arc GIS
Catch Basins

Next Steps

Deliverables	Status/Goal
1. Align existing OPM inventory with the new financial & strategic plan structure.	Done
2. Conduct a Gap Analysis of our performance measures.	Done
3. Engage internal stakeholders to create new or validate existing performance measures.	underway
4. Launch pilot dashboards leveraging AMWO and ActiveNet data.	underway
5. Finalize the OPM integration with budget for review and approval.	2019/20
6. Begin design and development of data warehouse with a data governance structure utilizing business intelligence system (in collaboration with Seattle IT).	2020
7. Launch updated dashboards and reports for the system.	2021

Thank you!

Seattle
Parks & Recreation

healthy people   healthy environment   strong communities