

Implementation guidance for a new Performance Stat System

Bergen County Parks Department

04/15/16

National Center for Public Performance

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**CAPSTONE PROJECT: REQUEST FOR STUDENT CONSULTING TEAM
SPRING TEAM 2016**

Date: 12/15/16

Organization: National Center for Public Performance/ Bergen County, NJ

Performance Measurement/ Management-Implementing of Performance Stat System in Bergen County Park Department

Project Description: Performance Measurement/ Management-Implementing of Performance Stat System in Bergen County Park Department

- Bergen County Parks wishes to develop a department-wide performance measurement system modeled after NY CompStat and Baltimore CitiStat.

Specific Deliverable (s) (what do you expect the final product to be?):

1. Overview of 2-4 examples of successful performance stat systems which track parks performance data including a summary of objectives and measures used by these organization.
2. Evaluation and cataloging of current organizations structure including core functions of e (ach division.
3. Proposed management and logistical structure for performance stat system including staff/management responsibilities.
4. Cataloging of current operational data being collected by department.
5. Proposed department-wide objectives (qualitative objectives with timeless).
6. Proposed performance measures to track which will lead to completion of objections.
7. Proposed methods for collecting any data not currently being collected including who will collect data.
8. Proposed meeting structure to review performance data and suggested methods for follow-up.

Implementation guidance for a new Performance Stat System in Bergen County Parks

Department

Introduction

In recent years, Bergen County Parks Department has sought ways to improve its services with limited grants. According to Carolyn J. H., & Laurence E. L. Jr. (2008), “performance management is the use of information from performance measures and performance analysis to improve the management and performance of an organization” (p.332). Performance management addresses the role of evidence. By analyzing collected information, the organization’s performance will be improved significantly. Under the influence of this overwhelming trend of performance management, a set of performance management mechanisms have been established worldwide with a new performance culture, performance goals, performance indicators and performance management methods in police organizations (Ding J., Zheng Q, Wand X., Zhu H., & Zhang J., 2016).

The performance stat system, Compstat, which first emerged in New York Police Department, is one of the well-known performance management processes (Moore, 2003, p.1). The success of performance management practices appealed public agencies to advocate for it. Different from traditional process-oriented and rule-driven management, the performance stat system underlined performance and results. “As one of the forms of performance management, the performance stat system moves beyond both performance measures and strategic planning to focus government efforts on measureable and attainable targets” (Moor, 2003, p.1). A successful performance stat system is able to improve service

quality and make its real results become attainable. This study is to find the best method to build a performance stat system for the Bergen County Parks Department to improve its service quality.

Organizational Background and identification of the issue

Bergen County is the most populous county in the United States. Bergen County Parks Department is responsible for the governance of nearly 9,000 acres, which boasts an exceptional park system which provides citizens with more than 13 different services, including camping overnight, cycling, golf, jog, picnic, skating. However, this agency did not have its own performance system. For a long time, Bergen County Parks Department depended on outsourcing companies to judge its performance. This single way meant that the organization only knew the overall department's performance but could not know the specific performance of its different agencies. In addition, lack of a performance management system made it was difficult for governors to examine the employees' performance and make adjustments. These problems had negative effects on employees' enthusiasm. All in all, the root for the problems of Bergen County Parks Departments was the absence of its own performance management system. Considering this circumstance, the following question will be investigated:

How can Bergen County Parks Department implement a Performance Stat system?

Research Design and Methods

Bergen County Parks department aims to improve its performance by building a performance stat system. However, it is rare that any successful performance stat system is conducted by researchers or other governments. This study targets New York Parks and Recreations Department as a comparative case to devise a performance stat system. The main methodology for this study was developed by overviewing the performance management of New York Parks and Recreations Department Performance stat system NY CompStat to build Bergen County Parks and Recreation Department's objectives and measures. In addition, interviews will be conducted in this study. The research question of how can Bergen County Parks Department implement a Performance stat system will be solved by using these methods. Meanwhile, some objectives will be attained by this paper, including:

- a) Evaluation and cataloging of current organization structure
- b) Proposed meeting structure to review performance data and suggested methods for follow up
- c) Track proposed performance metrics which will lead to completion of the objectives.

Data collection

Data will be collected from a variety of sources. One of the data sources is government reports, including Parks Inspection Program Standards of New York Parks and Recreation. These data will help Bergen County Parks Department to build specific performance metrics by way of comparison. In addition, most of the data comes from literature reviews, these data are useful to understand the performance stat system. Depending on the practical cases of the

performance stat system, New York Compstat and Baltimore CitiStat, the steps to build a performance stat systems will be reviewed. The interviewees are the director of Bergen County Parks Department and his assistant. This information is beneficial to find the problems of the Bergen County Parks Department. Then, combined with the information of second-hand resources, a department-wide performance measurement system model will be built.

Limitations

The performance stat system is a new strategy in public administration. Only New York and Baltimore had positive outcomes after using it. The references are limited. In addition, interviewees are all officials in Bergen County Parks Department. Time limitations are one of the reasons that make it impossible to find more interviewees of in the from other cities' officials. More interviewees are beneficial for the persuasiveness of this study. Furthermore, the Performance stat system is a complicated strategy. This paper just finished three main parts of this study. This study lacks the specific measurement in the reporting period, such as the division of employees in this stage.

Results and Analysis

In the words of Michael J. Mucha (2011), “Implementing performance management requires a cultural change in the organization. Changing the culture of an organization to focus on performance data usually takes both effective leadership and time, along with a careful planned process for implementing these changes” (p.56). Mucha (2011) addressed the importance of the culture to implement the performance management of the organization. Performance management is more than measuring the performance, it is a change for the entire organization. It includes structural and cultural changes. In this case of Bergen County Parks Department, through changing the organization horizontal division culture into a collaborative culture, employees can feel their opinions will be adopted. That measurement can increase the sense of belonging. The meeting structure provides a platform for employees to express their opinions and share experiences. This is an essential part of the performance management (stat) system.

Furthermore, Ding, Zheng, Wang, Zhu and Zhang (2016) provided four dimensions of performance management, there are job characteristic, leadership style, internal operational mechanism of performance management, and interpersonal relationship (p.4). As the practical use of performance management theory, the performance stat system still applied the same characteristics of performance management. Besides these characteristics, Behn (2008) also purposed seven big errors of performance Stat system, which happened in government frequently. These are:

- a) No clear purpose
- b) No one has specific responsibilities

- c) The meetings are held irregularly, infrequently, or randomly
- d) No one person authorized to run the meetings
- e) No dedicated analytic staff
- f) No follow-up
- g) No balance between the brutal and the bland (p.5-p.6).

There are several perspectives that will help to organize the system of performance stat system. The first one is to propose management and logistical structure for Performance Stat system including core functions of management responsibilities. This consideration suggests the job characteristic in the performance management dimension. Lack of clear purpose and specific responsibilities are another two common errors that have to be avoided. A successful performance stat system is equipped with a better internal operational mechanism of performance management. This includes proposing department-wide objectives and performance metrics to track which will lead to completion of objectives. Besides that, Mucha (2011) mentioned that implement performance management systems (Performance Stat system) required cultural changes (p.56). Rebuilding a regular and frequent meeting schedule is beneficial for the organization to shape a culture, which is good for the development of a performance stat system.

Therefore, the performance stat system in Bergen County Park Department is organized by two main facets, management structure and performance measurement. Management structure contains proposing a performance management logistical structure, and proposing a meeting structure to review performance data and suggested methods for follow-up. This facet of performance measurement includes proposing department-wide objectives, standards

and internal performance metrics to track which will lead to completion of objectives.

Management structure

1) Performance management logistical structure

According to Bob Behn (2009), “Performance Stat is not a system, or a model. It is a leadership strategy. For to achieve the strategy’s potential to produce real results requires active leadership. Moreover, the leadership team has to adapt the strategy to fit its specific public purposes” (p1). Under this circumstance, the director of the Bergen Parks Department plays critical role in implementing this Performance Stat system.

The current logistical structure of Bergen County Parks Department is listed as follows:

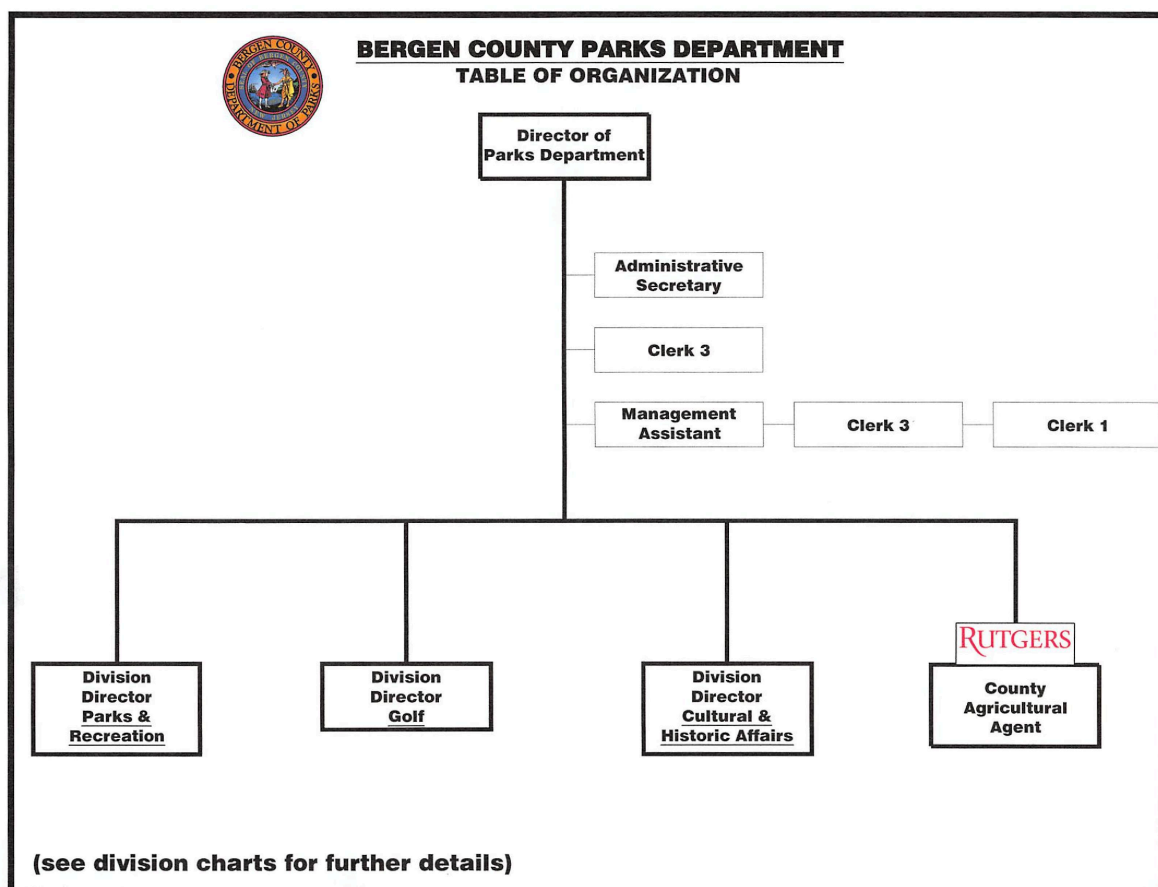


Table 1: Division of Bergen County Parks Department¹

Director of Parks Department is responsible for all the stuff in Bergen County Parks Department. Administrative secretary, management assistant and clerk will help him. Besides that, there still have four main agencies to parks and recreation, golf, cultural and historic affair and county agriculture. The first three agencies are responsible for the different areas of parks. And the Rutgers should provide academic support.

Baltimore CitiStat explained how the organization collaborates under performance stat system. In the case of Baltimore CitiStat performance strategy, Robert B. Behn (2007) proposed main several responsibilities for leaders. These are:

- a) To convince people that Performance Stat system is real
- b) Invest personal prestige in Performance Stat system
- c) Spend money, staff and time
- d) Attend every meeting

All in all, the work for director is to push the implementing of the organization. The case of CitiStat performance strategy includes four core duties for the director. To convince people, invest personal prestige and attend every meeting are all administrative duties. Spending money, staff and time include in the budget area. In the case of Bergen County Parks Department, the director is responsible for the whole organization. In other words, if the organization plans to use performance stat system, director is the main principal. The heads of other division play the role of assistant. Based on the information of CitiStat performance, the responsibilities of the director of Bergen County Parks Department are categorized into

¹ Resources from: Bergen County Parks Department

two facets:

- a) Budget: Control the expenditure of the Performance Stat system.
- b) Administration: initiate meetings and monitor the implementation of this system.

The management assistant and administrative secretary are main assistants to help the implementation of the performance stats system. The governors of each division are responsible for executing performance stat system and report the feedbacks. The duty of other officials is listed as following.

- a) Management assistant is responsible for analyzing data from administrative secretary, provide projects to director, and organize inspection group to monitor the performance of each department.
- b) The administrative secretary is helpful in making meeting schedule, design meeting profile, collect data from each agency.

2) Meeting structure

Tiffany Meyer and Stuart Watson (2004) suggested several tips for organization to build effective meeting structure. It contained several steps:

- a) People to invite
- b) Prepare before the meeting
- c) Facilitate to anticipate and meeting mutual needs
- d) Follow through after the meeting.

Based on the CitiStat performance stat system in Baltimore, Bob Behn (2012) stated that performance stat focuses on outcomes. It requires the managers and employees of multiple agencies-with the prodding, guidance, and active analytical engagement of the leadership

team-to figure out who need to collaborate with whom to produce the desired outcomes (p.1). The information collected depending on the meeting structure of the organization. When Baltimore to implement performance stat system-Citi Stat, before a new meeting starts, participants review the issues raised in last meeting, go over the data needed in this meeting, consider the problems happened recently. Effective meeting structure assures different agencies within the same organization to share their information. The case of CitiStat performance system suggested the process of how to implement effective meeting structure. The meeting structure includes four aspects: the basic information of the meeting; preparation before the meeting; the discussion content of the meeting; and the follow-up after meeting.

Bergen County Parks department's has its own meeting structure: the principals of each park aggregate together to share the incidents happened in last month and seek the help for the whole department. However, the problem is that the meeting structure of Bergen County Parks Department lacks planning comparing to the CitiStat performance stat system in Baltimore. This problem causes principals have a lot of different kinds of questions, and participants cannot focus on certain perspectives to solve the problem. That leads the decreasing efficiency. Besides that, lacking information is another reason to cause the low efficiency. Though the principals find problems in their parks, lack of information hamper them to find the real reasons behind these problems. These problems are able to be solved by implementing a planned meeting structure. According to the case of CitiStat performance stat system, the director of the department raises certain questions. Participants collect information and prepare to discuss them in the meeting. In summary, meeting structure provides a guideline for principals how to do. Based on the condition of Bergen County Parks

Department, the meeting structure is listed as follows:

- Basic information of the meeting

Participants: principals of each park and the director and assistants of Bergen County Parks Department.

Time: Once time a month

Location: Meeting room in One Bergen County Plaza, 4th Fl.

- Preparation before the meeting

Define objectives: A memo outlining the decision made and actions request during meeting. The memo will be delivered two weeks before the date of meeting.

Confirm meeting location, time and participants.

- During the meeting

Start and end time: respect all the participants time and abide by the meeting time strictly.

Ceremony: Director addresses the topic of this meeting and leads the meeting.

Process: Applicants share the circumstances of the parks and raised existing problems, the measures what they made. These information needs the support of data.

- After the meeting and follow up:

Learning: Self-reflect on how meeting go, summarize the information principal derived from this meeting. Identify the topic of next meeting.

Celebration: celebrate needs that participants meet.

Transcribe decisions and actions: write up the notes in terms of outcomes and actions (including who agreed to do what by what day)

Distribute meeting notes: send a copy of the notes to all who were present, and those who missed the meetings.²

- Agenda form³ of meeting structure

Minutes	Agenda Item
• 10	• Introduction and Check in -readdress the topic and the mission for this meeting.
• 5	• Approve Agenda -distribute agenda; review proposed agenda with participants. Ask group if there is anything to add or omit from the agenda.
• 20-45	• Information Update -participants share the information and proposed the existing problems within their parks.
• 20-30	• Main Discussion Topic -focus on the problems and discuss
• 10-15	• Questions, Sharing Concerns
• 5-10	• Summarize the meeting
• 3-5	• Determine Next Meeting Date

Table 2: Agenda Form of Meeting Structure

Performance measurement

Performance measurement is an important part of performance stat system. It provides an efficient way for organizations to collect data and make use of these data. Through setting department-wide objectives and standards, officials can know what data should collect and how to collect data.

1) Department-wide objectives and standards

Totaling over 9,000 acres, Bergen County boasts an exceptional park system where residents can ski, skate, jog, cycle, golf, picnic, camp overnight, tour a zoo, visit a

² Information has been revised. Original Resources from: Tiffany Meyer and Stuart Watson, 2004, Tips for Effective Meeting Structure and Facilitation. Retrieved from: http://fngovernance.org/resources_docs/Tips_for_Effective_Meetings.pdf

³ Table 2 revised from: Original Resources from: Tiffany Meyer and Stuart Watson, 2004, Tips for Effective Meeting Structure and Facilitation. Retrieved from: http://fngovernance.org/resources_docs/Tips_for_Effective_Meetings.pdf

Revolutionary War battle site, take a guided nature hike, swim, play softball and tennis, and so much more (Bergen County Parks Directory, 2010). Bergen County Parks Department has 15 main parks. Further information is listed as following:

Name of the Park	Size (acre)	Amenities or Providing
Belmont Hill County Park		Playground; Scenic overlook
Borg's Woods Nature Preserve	14	Woodland; Wetland
Campgaw Mountain Reservation	1393	Rustic campsites; Fishing; Disc golf course; Picnicking; Archery range; Marked hiking trails; Ski area
Dahnert's Lack County Park	10 acres as busy urban center	Playground; Picnicking; Pedestrian pathway; Fishing
Darlington County Park	178	Basketball, tennis and handball courts; Fishing; Multi-use path;
Garfield Artesian Fields		Athletic fields; Softball; Baseball
Hackensack River County Park	28	Boardwalk; Wildlife viewing blinds
Overpeck County Park	805	Baseball; Softball; Tennis; Jogging; Basketball; Soccer; Football; Fishing
Ramapo Valley County Reservation	4000	Camping
Riverside County Park	85	Playground; Fitness center; Tennis court; Picnicking; Baseball
Saddle River County Park	577	Multi-use pathway; Picnicking; Tennis courts; Basketball; Playground; Softball filed.
Samuel Nelkin County Park	17	Tennis Courts; Baseball, Pedestrian walkway; Playground; Picnicking; Sledding; Ice skating; Dog park.
Van Saun County Park	146	Multi-use pathway; Extensive playground, Zoo, Tennis center.
Wood Dale County Park	118	Tennis Courts, Off-leash dog-park area; Playground; Picnicking; Fishing; Model boating.

⁴Table 3: Information about Bergen County Parks

In order to build a suitable performance management system, the study needs to consider the size of each park, and depending on their specific conditions to set attainable performance metrics. With the implementation of the CompStat performance system in New York, The Parks and Recreation Department has built a successful performance stat system to monitor the condition of its parks. Its success rendered lots of others parks departments inclined to

⁴ Table 3 resources from: Bergen County Parks Directory. 2010.

mimic its performance management metrics. This study will take the performance metrics of New York Parks and Recreation Department as an example to help Bergen County to build a performance metrics system.

New York has more than 100 parks and most of them are in the size less than 50 acres. New York categorized its parks into three groups, playground and small parks, large parks and large park zones, and greenstreets. The properties that are less than 6 acres in sizes are in the category of playground and small parks. A large park is classified as being 6 acres or more. Different from New York, the parks of Bergen County are larger. The magnitude is up to thousand. So the classification had to be changed. In order to allow officials to rate the parks easier, it was beneficial for each category to have similar numbers. Therefore, the final classification has been conducted:

<u>Ratable Sites</u>	
Property Type	Description
Playgrounds and Small Parks	These properties are less than 50 acres in size and are made up of sitting areas, playgrounds.
Medium Parks with Limited Amenities	A medium park is classified as being 50 acres but less than 150 acres. In generally, medium park follow geographic boundaries, such as park drives and tree lines, have at least three amenities.
Large Parks and Large Park Zones	A large park is classified as being 150 acres and more. Have sufficient amenities.
Greenstreets	<p>Greenstreets are island of threes and horticultural plantings along city streets. Many are former barren concrete triangles have been converted by Parks into green spaces by planting trees, shrubs, and other woody perennials. Greenstreets are grouped into these subcategories.</p> <ul style="list-style-type: none"> • Type 1: Greenstreets contain horticultural plantings and are regularly maintained by Parks. These are rated in Performance Stat system. • Type 2: Greentrees are primarily tree pits in traffic medians, with no other plantings or features. These are not including in Performance Stat system. • Type 3: Greenstreest are former triangles and sitting places and other miscellaneous Greenstreets. These are rated

Table 4: Ratable Sites Categories of Bergen County Parks Departments⁵

⁵ Sources: Park size guide from Ben Welle, 2009, City Park Bolg; Greenstreets description from Micheal R. Bloomberg, 2007, Parks Inspection Program Standards.

Amenities from Bergen County Parks Department include fishing, tennis courts, ice-skating, picnicking, playground, model boating, soccer field, ball field, golf and dog parks.

According to this classification, the parks have been categorized.

Number of Park Categorization		
Playgrounds and Small Parks	Medium Parks with Limited Amenities	Large Parks and Large Park Zones
Belmont Hill County Park Borg's Woods Nature Preserve Garfield Artesian Fields Hackensack River County Park Samuel Nelkin County Park	Pascack Brook County Park Riverside County Park Van Saun County Park Wood Dale County Park	Campagw Mountain Reservation Dahnerts Lake County Park Darlington County Park Overpeck County Park Ramapo Valley County Reservation Saddle River County Park
5	4	6

Table 5: Number of parks categorization⁶

The New York City and Parks Department (2007) classifies 17 separate features of parks. These are glass, graffiti, ice, litter, weeds, benches, fences, paved surfaces, play equipment, safety surface, sidewalks, athletic fields, horticultural areas, lawns, trails, trees, water bodies (p.6). Then depending on the classification of the parks, different performance metrics have been settled. Actually, the Director of Bergen County Parks Department, he proposed the main problem of the park system is cleanliness. Therefore, this study focuses on the perspective of cleanliness. New York designed 5 main features needed to be monitor in terms of cleanliness. These are glass, graffiti, ice, litter, and weeds. Compared to New York, Bergen County parks do not have large area of graffiti. Regardless of graffiti, the rests of the four features will be included in Bergen County parks' performance metrics.

According to classification of daily trash categories, paper, glass, aluminum and other litter were main trash. Paper, aluminum and other litter have been included in the litter category. Compared to other litter, glasses were dangerous, especially broken glass. Considering its characteristic, this performance metrics is treated as a single classification.

⁶ Table 5 resources from: the instruction of parks in Bergen County Parks Directory. 2002.

The presence of ice and compacted snow on sidewalks, entrance, and stairs happened during the winter season. That will influence the cleanliness of the park and the safe of the citizens. According to the “Park and Trail Accessibility Design Guidelines (2006)”, “in order to be accessible for persons with disabilities, walks need to be at least 1.2 meters (4 feet) wide” (p.1). Performance objectives include compacted snow and ice on sidewalks at the perimeter, or entrance to the park; compacted snow and ice on ramps on ramps in the interior of a park and compacted snow and ice on staircase in the interior of a park.

Bergen County Parks Department has built a lot of areas for citizens to do leisure exercise. Most platforms need the support of the grass. Because of that, department-wide objectives take the weeds as an indicator into consideration. The indicator of weeds includes unsightly vegetation in and around structural features; growth in clay infields of a baseball or softball fields and undeveloped areas that are overgrown and encroached onto the structural field (Parks Inspection Program Standards).

Besides these four features, dangerousness of the garbage was another element that requires attentions. For example, the condom is not large size garbage, but it has the possibilities to bring disease to public. For the sake of creating healthy environments for public, these potential safety hazards must be removed. So, in this case, there are five main elements have to be considered of Bergen County Parks. There are glass, ice, litter, weeds and potential safety hazards.

The potential safety hazards were abstract. By taking advantage of the resources of the New York Park Inspection program, New York Park Inspection Program (2007) found two levels of potential safety hazards (p.10).

Priority one:

- Serious health hazards, such as syringes, condoms, or dead animals, regardless of size, in a critical area
- Non-bird feces on safety surface or on any above-grade, high-use feature (i.e. benches or play equipment)
- Bee or wasp hive in an active play area during the spring, summer, or fall inspection seasons

Priority two:

- Serious health hazards, such as syringes, condoms, or dead animals, regardless of size, in an active area
- Standing, fetid water
- Live rodent sighting or presence of rodent holes
- Slip hazard due to the presence of a presence of a foreign substance, such as sand or natural debris, in critical or active area

These elements indicated in New York parks' performance metrics were concrete. These elements would be included in the consideration. Depending on the property type of the ratable sites, park performance standards in cleanliness are listed as followings:

Cleanliness Performance Metrics							
							Park Name:
Cleanliness	State	Description	Playgrounds and Small Parks	Medium Parks with Limited Amenities	Large Parks and Large Park Zones	Output	Goal
Glass	Unacceptable (U)	Pieces of glass equivalent to the number of broken bottle	<ul style="list-style-type: none"> 3 at one area 	<ul style="list-style-type: none"> 4 at one area 3 at more than 3 areas 	<ul style="list-style-type: none"> 4 at one area 3 at more than 4 area 		
Ice ⁷	(U)	Number of area (sidewalk, ramp and staircase) does not have 4 feet in width	1	1	3		
Litter	(U)	Pieces of Man-made Refuse	15	20	30		
		The condition of litter baskets and bagged garbage	Bags, secured, piled, waiting for pick up.	Can overflowing generally with multiple pieces of litter, less than 6 inches in height.	Can overflowing generally with multiple pieces of litter, more than 6 inches in height.		
		The number of non-bird feces	2	3	4		
		The size of dumping	Small	Small	Big		
Weed	(U)	Percent of area is infested with weeds	<ul style="list-style-type: none"> 20% at one area 	<ul style="list-style-type: none"> More than 50% at 1 area 20% at more than 3 areas. 	<ul style="list-style-type: none"> More than 50% at 2 areas. 20% at more than 4 areas. 		
Potential Safety Hazards	(U)	Information is included in the form of the two levels of potential safety hazards.	<ul style="list-style-type: none"> More than 1 Priority 2 is present. 	<ul style="list-style-type: none"> More than 4 Priority 2 is present. More than 2 Priority 1 is present. 	<ul style="list-style-type: none"> More than 6 Priority 2 is present. More than 4 Priority 1 is present. 		

Table 6: Cleanliness Performance Metrics of Bergen County Parks Department⁸

A site's overall condition rating will be rendered "Unacceptable" (U) if the site fails cleanliness, if any of three of its features do not attain the requirement or if any one of its features are considered "Unacceptable" for the entire site" (U/S). A site's cleanliness will be rated "Unacceptable (U)" if any two cleanliness features are "Unacceptable", or if any one cleanliness feature is considered "Unacceptable for the entire site" (U/S).

Features are rated "Unacceptable" because of generally substandard conditions, such as heavy litter, large area of ice cover in bicycle and pedestrian paths, bare lawn, peeling paint on benches at a site, trash in the river. Hazardous condition of structures and landscapes still need attention, such as sharp bolts on benches, large area of ice cover in paths, unclear warning board. Employees must judge the severity of these hazards.

The performance metrics of New York Parks and Recreations Department were separate. Even though the description for each feature is concrete, it was inconvenient for officials to remember all the performance requirements. In addition, it was impossible for the official to bring all the resources to rate the performance of each department. Aiming to solve this problem, this study used only one table to cover all the information. Meanwhile, it was portable for officials to bring this table with them when they rated the performance.

⁸ Sources: Park size guide from Ben Welle, 2009, City Park Bolg; Greenstreets description from Micheal R. Bloomberg, 2007, Parks Inspection Program Standards.

Amenities from Bergen County Parks Department include fishing, tennis courts, ice-skating, picnicking, playground, model boating, soccer field, ball field, golf and dog parks.

Recommendation

There are a wide array of practices can be used in implementing performance stat system. Performance stat system addresses the outcomes. Therefore, the most important thing when an organization to implement performance stat system is to find out the goals and achieve them. Goal setting theory mechanisms will be used to design the recommendations.

Goal mechanism affects performance by increasing the internal motivation. Internal motivation is what the Bergen County Parks Department need. Employees in government do not need to worry to lose their jobs because of the protection for the government. This characteristic make the organization lack of competitiveness compared to private company. The recommendations aim to fix that problem. The mechanisms of goal setting theory are inputs that affect behavior in groups or individuals, which serve to increase attention to a goal, energy in pursuing a goal, persistence in achieving a goal, and ability to strategize to reach a goal. When an individual or team can focus attention on behaviors that will accomplish a goal, they also divert attention away from behaviors that will not achieve the goal (PSU WC, 2015, L. 6). Based on the goal setting theory, recommendations for Bergen County Parks Department are driven. There are four main recommendations: Clarify the goal, measure the outcome, communication and leader support.

Clarify the goal

As one of successful cases of performance stat system, an essential part of Compstat system was to target specific goals. Police Chief in New York provided a guideline for its Compstat system. Measure the exact percentage drop in specific categories of crime by a

deadline, e.g. 3% drop in burglaries within six months (Bratton, 1998). It experiences showed the importance to set specific goals. Considering Bergen County Parks Department's function is to provide a cozy living environment, its goals will be making sure 90 percent parks achieve the guidelines of cleanliness performance metrics.

Measure the outcomes

In the result and analysis, performance metrics system has been built. The recommendation is to how to use it. Cleanliness is the basic requirement for parks, but the parks in Bergen County still have the problem of cleanliness. In order to solve it, Bergen County Parks Department needs to organize a monitor group to assess the cleanliness at intervals. The main officials in Bergen County Parks Department are director, administrative secretary, management assistance and three clerks. These officials govern the operation of the whole department, who are better understanding the department's entire condition. So, they can be the member of monitor group.

Considering the size and numbers of Bergen County parks, time interval cannot be too short. It needs to leave enough time for assessment group to monitor every park. In addition, each season, different parks have different attention point. Therefore, the time interval will be three month. One assessment has been designed in each season. The assessment group members are director, administrative secretary, management assistance and three clerks.

Communication

The organization has meeting structure. The role is to improve the communication

among agencies. The recommendation is to abide by the requirement of meeting structure in result and analysis. Clear the importance of collecting data before meeting.

Leadership support

Performance stat system is a revolution in the organization. It pays attention to the performance, which pushes employees devoted more energy in their study. Furthermore, performance stat system change original working environment of the organization. It is not easy for employees to accept the changes. So the role of leadership is important. The recommendation is the director of the organization should have the confidence to performance stat system and implement it strictly. Attend every meeting and give enough support in staff and money.

Conclusion

In summary, this study answered the research question of how to develop a department-wide performance measurement system model. There are three main components, the logistical structure, performance management and meeting structure. These parts respectively solved the implementation and reporting problems. Logistical structure could provide the way to collect the data and monitor the performance conditions. Meeting structure provided a way for officials in Bergen County Parks and Recreations Department to report problems.

With the improvement in living standards, citizens pursue higher level public services. It brings challenges to government about ways to improve its services quality within a limited budget. Meanwhile, the Bergen County Parks Department comes across the problem, there are no consistent standards to monitor the condition of its parks. The Performance Stat system focuses on outcomes. “It requires the managers and employees of multiple agencies-with the prodding, guidance, and active analytical engagement of the leadership team-to figure out who needs to collaborate with whom to produce the desired outcomes” (Behn, 2012). The Performance Stat system becomes an ideal model for government to choose ways to improve service quality. The results and analysis shows that this system helps the organization to know its performance standards, it is easy for officials to use these standards to judge the performance.

The current study suggested that the Performance Stat system needs a long time to finish. Besides, the data supporting, officials’ engagement is also a critical part. Aiming to build a successful Performance Stat system, it needs the endeavors of the whole organization.

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Appendix 1

Question from Bergen County Parks Department officials interview

1. Describe your job (duties and functions)
2. The job division
 - a) *Who is this performance management process owner?*
 - b) *Who have executed the performance management system in the organization?*
 - c) *What kind of employees are involved in this performance management system?*
3. Measure the performance of the organization
 - a) *What is the mission of this organization?*
 - b) *How does this organization know what to measure?*
 - c) *Who decide what to measure?*
4. Collect data
 - a) *What kind of data does this organization really need?*
 - b) *What kind of targets does this organization set?*
 - c) *Where does this organization get its service-delivery data?*
 - d) *Can this organization use outcome data or does it have to rely on output data?*
5. Report the data
 - a) *Who is responsible for reporting performance information? Is the same person to collect information?*
 - b) *What information is being reported?*
 - c) *When and how often is the performance measure reported?*
 - d) *How is the information reported?*
 - e) *To whom is the performance measure reported?*
6. Communicate way