



# Peninsula Metropolitan Park District

PO Box 425 – Gig Harbor, WA 98335  
253-858-3400 – [info@penmetparks.org](mailto:info@penmetparks.org)  
[www.penmetparks.org](http://www.penmetparks.org)

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## REGULAR MEETING AGENDA

**May 02, 2023, 6:00 PM**

Arletta Schoolhouse at Hales Pass Park - 3507 Ray Nash Drive NW, Gig Harbor, WA 98335

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### Call to Order

### Commissioner Roll Call:

	Present	Excused	Comment
Steve Nixon, President			
Maryellen (Missy) Hill, Clerk			
Amanda Babich			
Kurt Grimmer			
Laurel Kingsbury			

### ITEM 1 President's Report

### ITEM 2 Executive Director's Report

### ITEM 3 Special Presentations

- 3a. [Spring Egg Hunt Event Report](#)
- 3b. [March 2023 Financial Report](#)

### ITEM 4 Board Committee Reports

- 4a. Park Services Committee
- 4b. Finance Committee
- 4c. Administrative Services Committee
- 4d. Recreation Services Committee
- 4e. Campaign Committee
- 4f. External Committees

### ITEM 5 Public Comments:

This is the time set aside for the public to provide their comments to the Board on matters related to PenMet Parks. Each person may speak up to three (3) minutes, but only once during the citizen comment period. Anyone who provides public comment must comply with Policy P10-106 providing for the Rules of Decorum for Board Meetings. A copy of the policy is available at each meeting and at [www.penmetparks.org](http://www.penmetparks.org)

### ITEM 6 Minutes

- 6a. [Approval of the April 18, 2023 Regular Meeting Minutes](#)

### ITEM 7 Consent Agenda



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- 7a. [Resolution C2023-006: Approval of the April Vouchers](#)
- ITEM 8 Unfinished Business
  - 8a. [Resolution RR2023-007: Accept the Fees and Services Assessment Study - Second Reading](#)
- ITEM 9 New Business
  - 9.1 Purchasing Resolutions Requiring One Reading for Adoption: None
  - 9.2 Single Reading Resolutions Requiring One Reading for Adoption: None
  - 9.3 [Two Reading Resolutions Requiring Two Readings for Adoption:](#)
    - [9.3a Resolution RR2023-008: Adopt Policy P10-107: Advisory Committee Policy \(First Reading\)](#)
- ITEM 10 Comments by Board
- ITEM 11 Next Board Meetings
  - May 16, 2023 Study Session at 5:00 pm and Regular Meeting at 6:00 pm at the Arletta Schoolhouse at Hales Pass Park - 3507 Ray Nash Drive NW, Gig Harbor, WA 98335
- ITEM 12 Adjournment

## BOARD OF PARK COMMISSIONERS MEETING PROCEDURES

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The Board of Park Commissioners encourages the public to attend its Board meetings. All persons who attend Board meetings must comply with Board Policy P10-106 providing for the Rules of Decorum at Board Meetings. This Policy is to preserve order and decorum and discourage conduct that disrupts, disturbs, or otherwise impedes the orderly conduct of Board meetings. A copy of the policy is available at each meeting and at [www.penmetparks.org](http://www.penmetparks.org).

# Spring Egg Hunt

April 8, 2023



# Event Overview

- Number of Tickets Sold: 661
- Number of Eggs: ~14,000
- Volunteers:
  - Kiwanis – 33 Hours
    - Food Drive & Egg Stuffing
  - Boy Scouts – 60 hours
    - Egg Hiding & Egg Stuffing

Estimated Attendees		
Timeslot	Children	Adults
10:00am	215	240
11:00am	218	245
12:00pm	183	190
1:00pm	61	56
<b>Total</b>	<b>731</b>	<b>677</b>

# Event Goals

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- To provide a fun, high quality, affordable spring event for the whole family.
- To partner with Kiwanis Club of Gig Harbor to host a food drive.



## Chicken Rider

This year's event included roving entertainment provided by the Chicken Rider. Kids and families enjoyed this added entertainment.

“Thank you PenMet Parks, Kiwanis, and FISH Food Bank! This was our first public easter egg hunt and it was a blast, especially the music, the variety of egg contents, and the giant chicken. The rain doesn't faze us!”

# Egg Recycling

## Quotes from Participants

“Ages separated. Lots of eggs. Spaced out so no pushing, etc. Candy given to turn in eggs for next year (less waste, efficient to reuse).”

“I loved the recycling of the plastic eggs but wish that had been advertised better so more people participated with that.”

“We always love our community events! With this event I particularly appreciated the request to recycle the plastic eggs. Also loved the adults participating by wearing costumes and the collecting of food for FISH.”

# Sunny the Bunny Photo Station







# Kiwaniis®

## CLUB OF GIG HARBOR



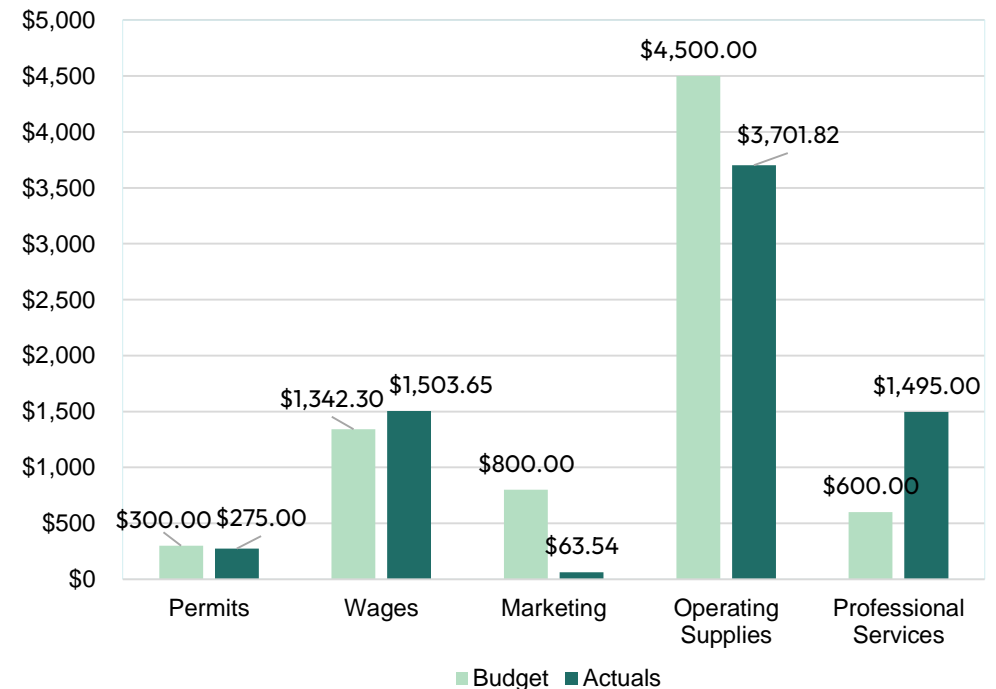
- Managed the Food Drive and donated 555lbs of food to the FISH Food Bank
- Provided grab and go concessions during the event
- Assisted in stuffing eggs

# Budget

# Budget Summary

Total Event Expenses		
Category	Budget	Actuals
Permits	\$300.00	\$275.00
Wages	\$1,342.30	\$1,503.65
Marketing	\$800.00	\$63.54
Operating Supplies	\$4,500.00	\$3,701.82
Professional Fees	\$600.00	\$1,495.00
<b>Total</b>	<b>\$7,542.30</b>	<b>\$7,039.01</b>

Expenses Budget Vs. Actuals

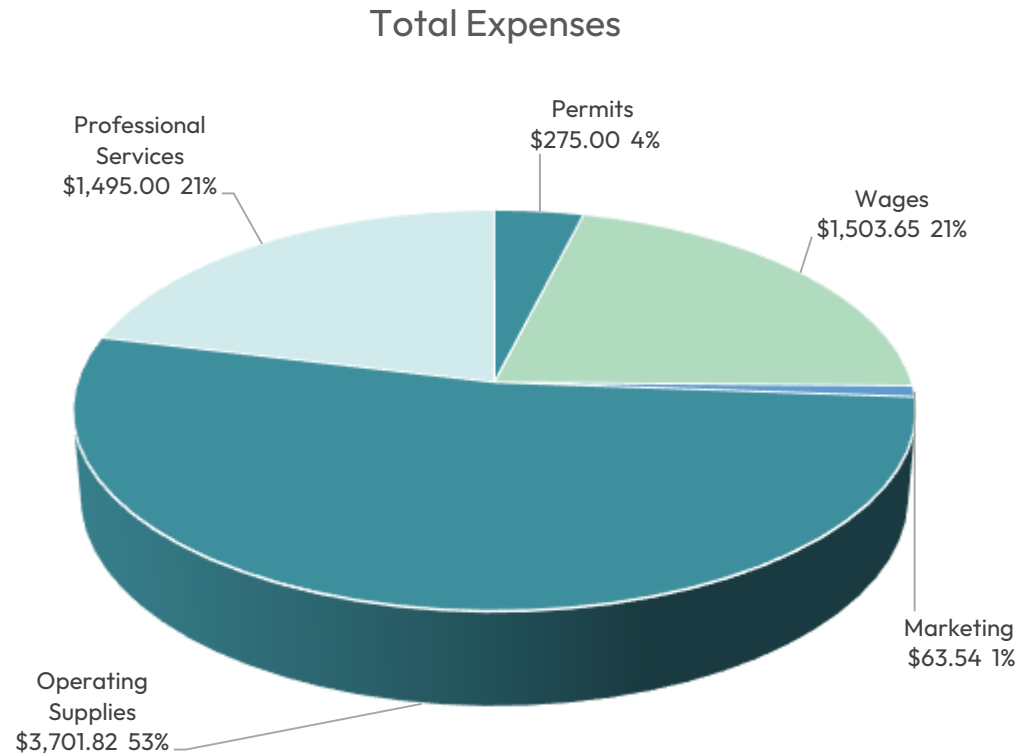


# Operating Supplies - Detail

Operating Supplies	
Item	Actuals
Decorations	\$168.34
Eggs & Prizes	\$3,385.54
Misc.	\$147.94
<b>Total</b>	<b>\$3,701.82</b>

Professional Services	
Item	Actuals
DJ	\$495.00
Chicken Rider	\$1,000.00
<b>Total</b>	<b>\$1,495.00</b>

# Total Expenses



- 731 children participated.
- The cost/participant was \$10.31

# Insights, Data and Impact

 **Two In Tow & On The Go** is in Gig Harbor. 5d · 🌐

PenMet Parks puts on the best community events for kids! Here we are at last Saturday's Spring Egg Hunt at Sehmel Homestead Park. With a DJ, candy surprises, and fun photo ops, the event was a hit, despite the 🌧️.


Everyone's favorite, of course, was "THE CHICKEN GUY" 🐔🐔🐔.


👉 Who has been here long enough to know the story behind Gig Harbor's chicken guy and how his elaborately awesome costume came to be??? I know there are at least two of them! (PenMet post screenshot for evidence 😊).

Together, we shall solve this mystery 🐔🐔🔍

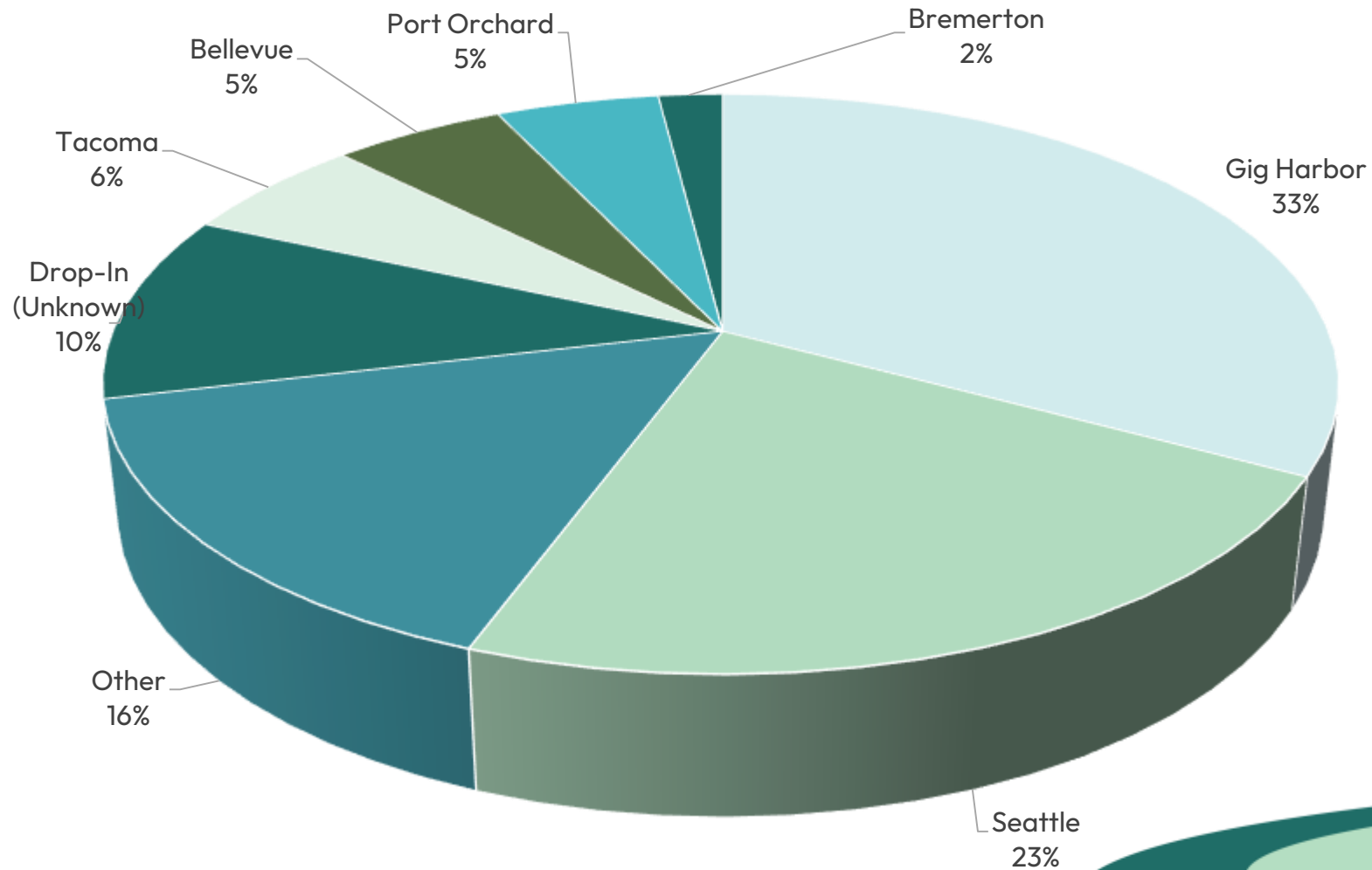
😊

Most Relevant is selected, so some replies may have been filtered out.

 **Leah Barrett**  
This was such a fun and well organized event!  
Like Reply Hide [Send Message](#) 5d 👍

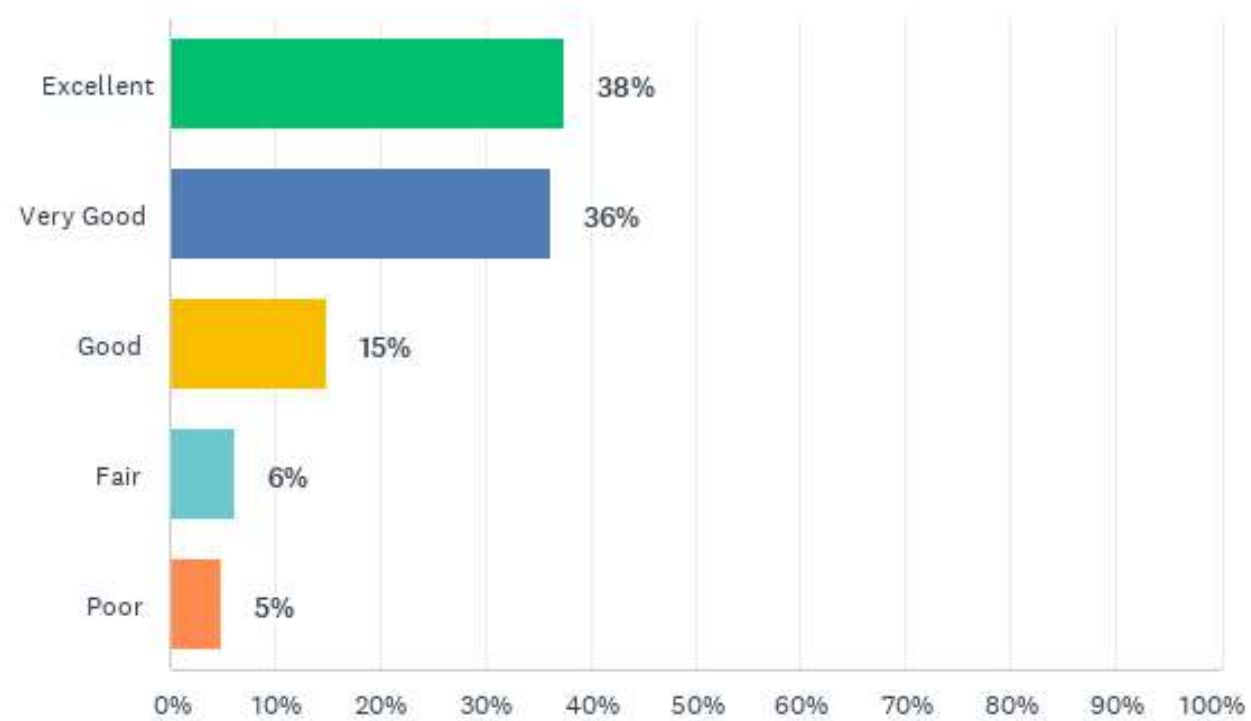
 **Author**  
**PenMet Parks**  
Leah Barrett Thanks! We had a good time too 🐔🐔👍  
Like Reply 5d Edited

# Geographic Data



# Survey says...

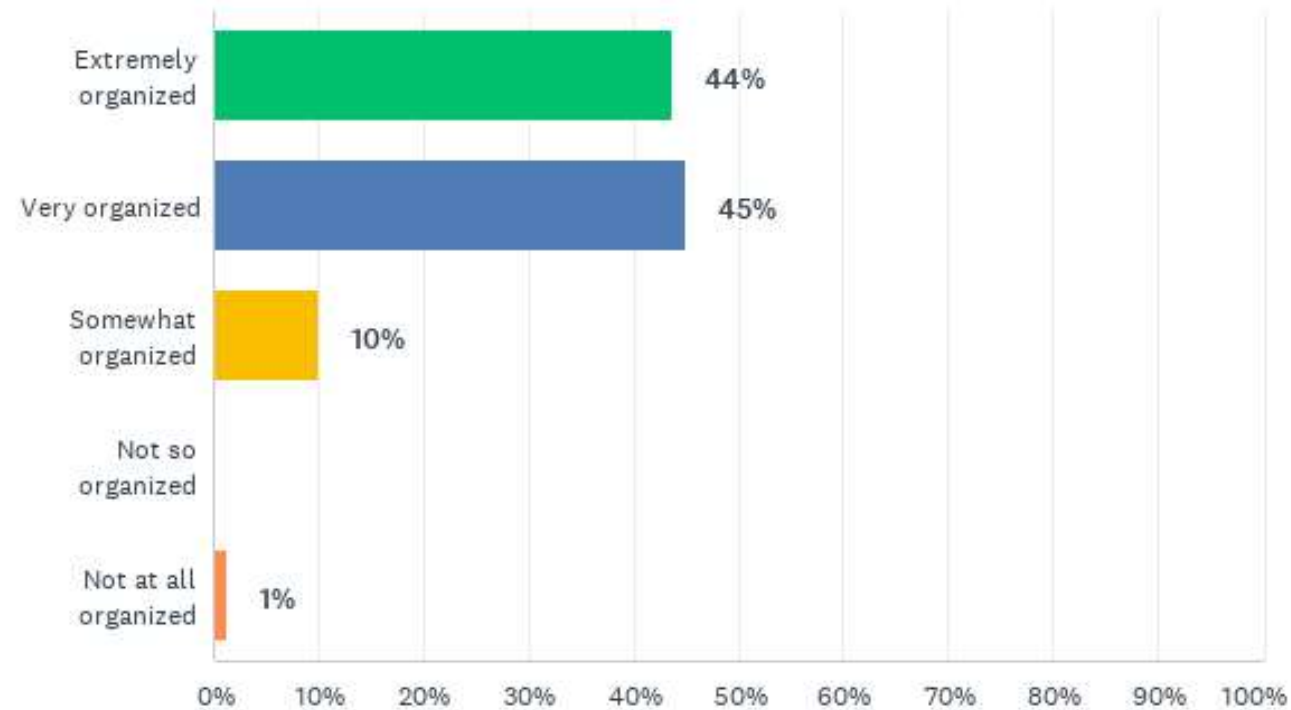
Q2 Overall, how would you rate the event?





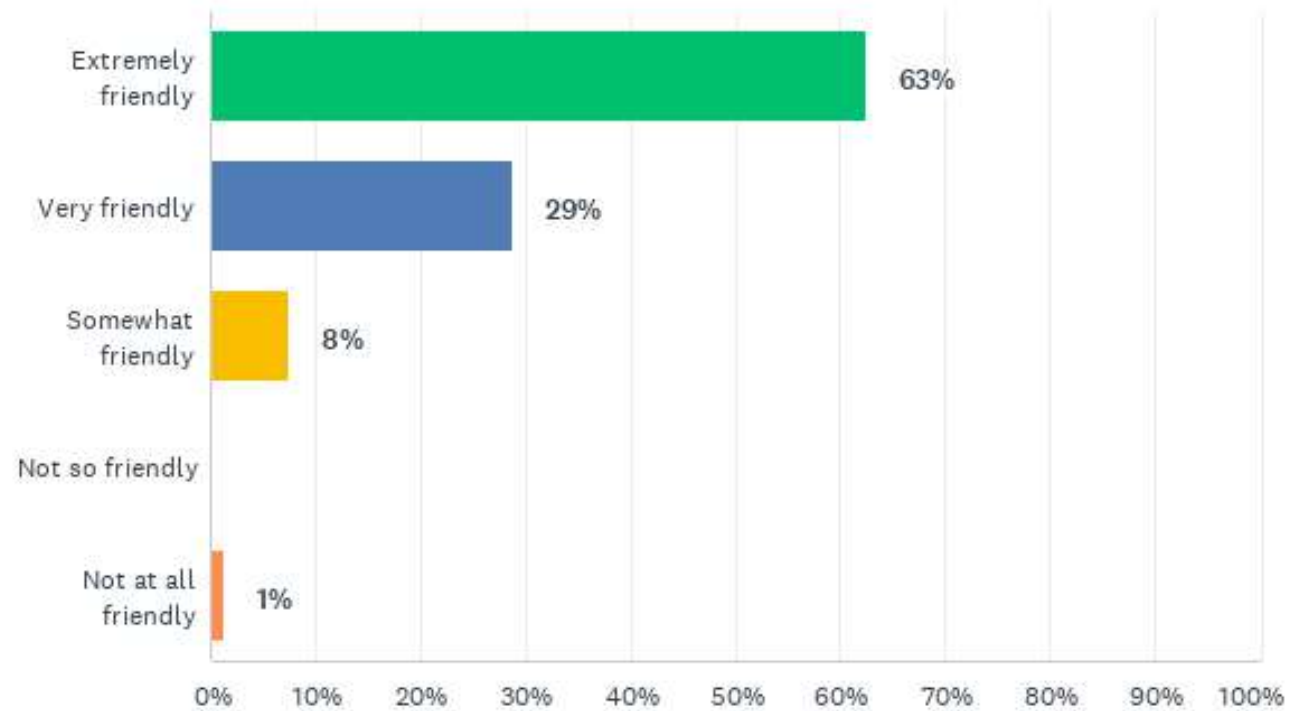
# Survey says...

## Q5 How organized was the event?



# Survey says...

## Q6 How friendly was the staff?



# Survey Results – What did you like?

- “They had an Easter bunny, gave out activities too not just candy. 4 year old: ‘I liked the eggs’.”
- “Adults liked the chicken man and Easter bunny. Areas per age clearly organized.”
- “Free Easter bunny pictures. Super fast. Very organized.”
- “Reservations system. It didn’t feel overly crowded. Felt very safe and controlled for my toddler.”
- “Multiple times and the field was broken up by age. I really appreciated that my kindergartener was not fighting for eggs with 4th and 5th graders. Thank you! She had a blast!”

# Survey Results – What would you change?

- “The shape of the hunt was not optimal. If you weren’t in the “front” line you weren’t really able to get any eggs. A circle or “L” at the very least would have been better.”
- “The music was quite loud for the kids that were in the group right in front of the speakers. We also couldn’t hear the announcements to know when to start.”
- “I thoroughly enjoyed the event and so did my kiddo. Only suggestion might be finding away to hide the eggs for older age groups so there is a challenge.”
- “Less candy and more prizes for kids. I liked when her egg had a sticker or small toy better than so much candy.”
- “Easter games would have been fun, but I also liked the rotating time slots so though it seemed fast, I also liked the efficiency and maximized amount of people who could attend.”

# Improvements for Next Year

- Streamline check-in process
- Two bunny photo stations
- Explore non-candy prizes
- Flashlight Egg Hunt for Teens
- Adjust age groups
- Higher level of difficulty for older kids
- Explore providing additional timeslots
- Secure sponsor for the event



# Low Sensory Egg Hunt

2023:

- Designated a specific time slot as “low sensory” for children with sensory sensitivities.
- No music was played during this time slot.
- Eggs were placed on turf for wheelchair accessibility.
- One single group as opposed to multiple age groups.
- Siblings were allowed to accompany children needing additional assistance.
- Intentionally smaller with reduced attendance.



# Low Sensory Egg Hunt

## 2024 Improvements:

- Provide eggs with attached balloons for participants utilizing wheelchairs.
- Explore noise canceling headphones.
- Create separate registration for “low-sensory” event participants.
- Explore additional ways to separate participant groups based on need.
- Consider making “low sensory” its own event or in a separate space provided in every time slot.



# Thank You

Questions or comments?



# District Financial Review

## March 2023

Board Meeting  
May 2nd, 2023

Presented by Stephanie Buhrman, Director of Finance

# General Fund

The General Fund is the principal operating fund for the District. Primary sources of revenue are property taxes, sales tax, lease income and interest income.

The balance of the Unrestricted Reserve as of 03/31/2023 is \$3,144,835.

# General Fund Revenue

General Fund Revenue	2023 Budget	March	YTD Actual	Variance	% Earned YTD	Forecast
Real and Personal Property Tax	\$ 8,378,566	\$ 415,992	\$ 636,413	\$ (7,742,153)	7.60%	8,378,566
Sales Tax	540,000	40,942	135,763	(404,237)	25.14%	540,000
Private Harvest Tax	2,000	-	-	(2,000)	0.00%	2,000
Leasehold Excise Tax	5,000	-	320	(4,680)	6.41%	5,000
REET Funds	618,600	-	-	(618,600)	0.00%	618,600
Facility Rental Fees	119,647	10,746	31,708	(87,939)	26.50%	119,647
Investment Interest	300,000	66,278	183,771	(116,229)	61.26%	550,000
Long Term Golf Course Lease	60,000	-	9,029	(50,971)	15.05%	60,000
Housing Rentals/Leases	48,500	3,622	11,309	(37,191)	23.32%	42,500
Concessions Lease Facilities	1,000	-	-	(1,000)	0.00%	1,000
Deposits Received	-	3,735	9,195	9,195	0.00%	-
Other General Fund Revenue	5,000	1,057	2,113	(2,887)	42.27%	5,000
Sale of Machinery & Equipment	10,000	-	-	(10,000)	0.00%	10,000
<b>Total General Fund Revenue</b>	<b>\$ 10,088,313</b>	<b>\$ 542,373</b>	<b>\$ 1,019,621</b>	<b>\$ (9,068,692)</b>	<b>10.11%</b>	<b>\$10,332,313</b>

# General Fund Revenue

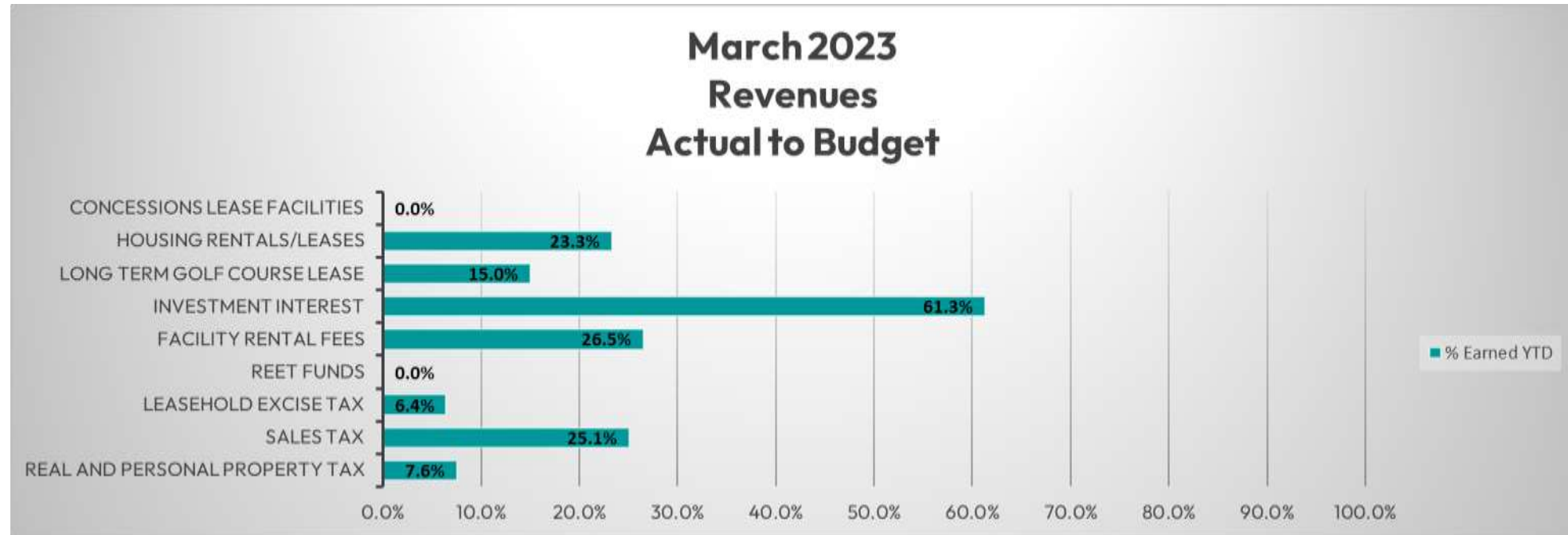
## Annual Property Tax Revenue

Property Taxes	January	February	March	April	May	June	July	August	September	October	November	December	Total
2023	\$ 12,595.55	\$ 207,824.80	\$ 415,992.48										\$ 8,378,566.00
	0.15%	2.48%	4.96%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
2022	\$ 15,695.88	\$ 196,430.64	\$ 423,470.54	\$ 3,033,199.61	\$ 589,925.80	\$ 48,781.54	\$ 21,987.18	\$ 45,091.97	\$ 131,135.95	\$ 2,829,993.17	\$ 438,533.48	\$ 40,021.71	\$ 7,814,267.47
	0.20%	2.51%	5.42%	38.82%	7.55%	0.62%	0.28%	0.58%	1.68%	36.22%	5.61%	0.51%	
2021	\$ 10,880.22	\$ 224,863.73	\$ 433,638.90	\$ 2,879,198.06	\$ 427,511.47	\$ 51,740.06	\$ 23,247.10	\$ 41,456.79	\$ 125,391.26	\$ 2,576,706.32	\$ 491,718.05	\$ 35,256.62	\$ 7,321,608.58
	0.15%	3.07%	5.92%	39.32%	5.84%	0.71%	0.32%	0.57%	1.71%	35.19%	6.72%	0.48%	

In March, the District received \$415,992 in property taxes. Year-to-date the District has received \$636,413, or 7.6%, of the annual budgeted amount. Property tax does not stream in evenly throughout the year.

This chart shows the District received from Pierce County each month in 2021, 2022, and 2023. Revenue inflows are based on this historical outlook, which is used to time annual General Fund transfers.

# General Fund Revenue

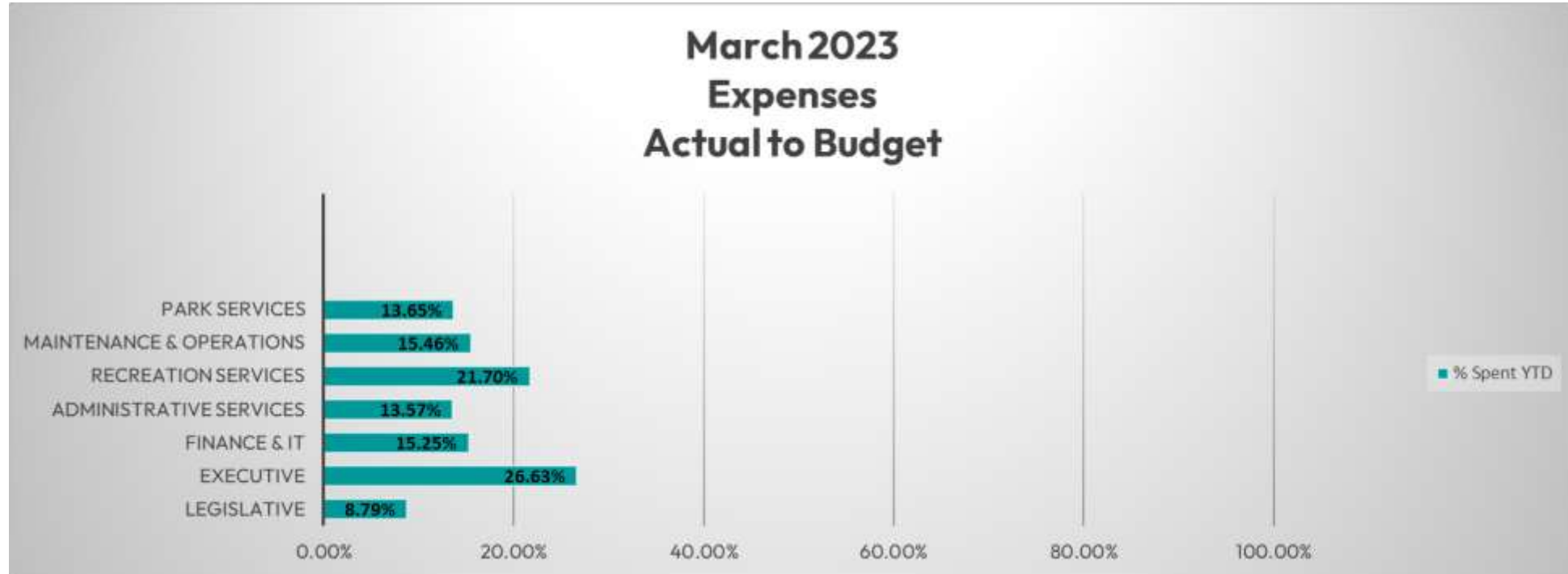


March 2023, Finance would anticipate revenues tracking an estimated 25%. Finance continues to monitor and track revenues, with REET Funds being reviewed currently with Pierce County. Concession Lease Revenue is anticipated later in the year and Property Tax is received monthly with larger deposits from the County in April and November when homeowner property tax is due.

# General Fund Expenses by Division

General Fund Operating Expenses By Division	2023 Budget	March	YTD Actual	Variance	% Spent YTD	Forecast
Legislative	\$ 172,675	\$ 4,711	\$ 15,172	\$ 157,503	8.79%	\$ 172,675
Executive	510,067	61,608	135,825	374,242	26.63%	510,067
Finance & IT	1,053,508	63,398	160,611	892,897	15.25%	1,043,105
Administrative Services	828,405	50,582	112,410	715,995	13.57%	881,405
Recreation Services	212,264	20,739	46,059	166,205	21.70%	212,264
Maintenance & Operations	1,563,713	96,664	241,680	1,322,033	15.46%	1,563,713
Park Services	757,407	47,350	103,414	653,993	13.65%	757,407
<b>Total General Fund Expenses</b>	<b>\$ 5,098,039</b>	<b>\$ 345,050</b>	<b>\$ 815,172</b>	<b>\$ 4,282,867</b>	<b>15.99%</b>	<b>\$ 5,140,636</b>

# General Fund Expenses by Division



For March 2023, Finance would anticipate expenses tracking an estimated 25%. All Divisions are currently tracking below this threshold except the Executive Division. This was anticipated as the Strategic Plan work was completed early in 2023.

# General Fund 2023 Budget-vs-Actual

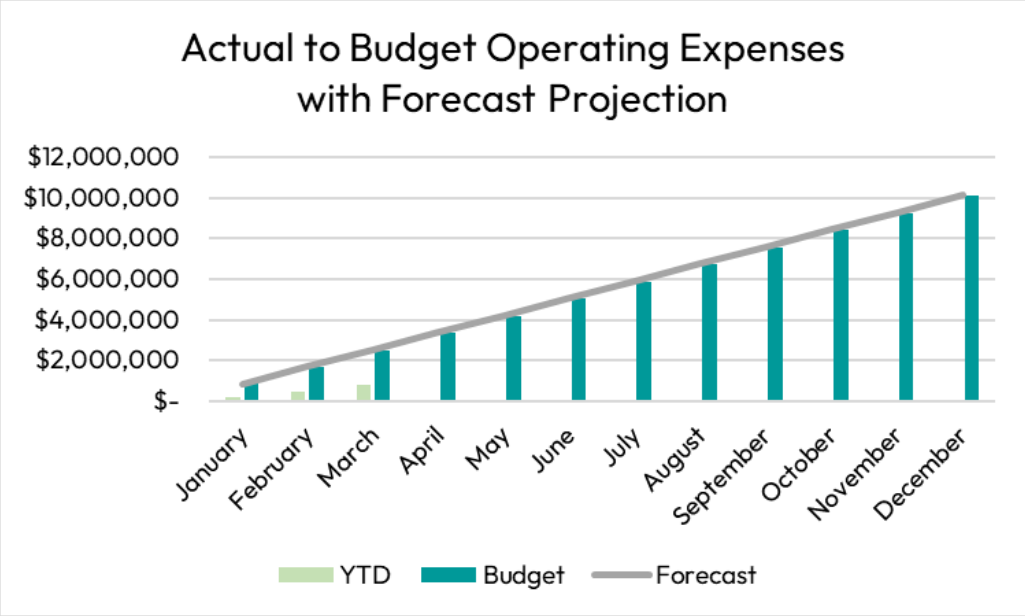
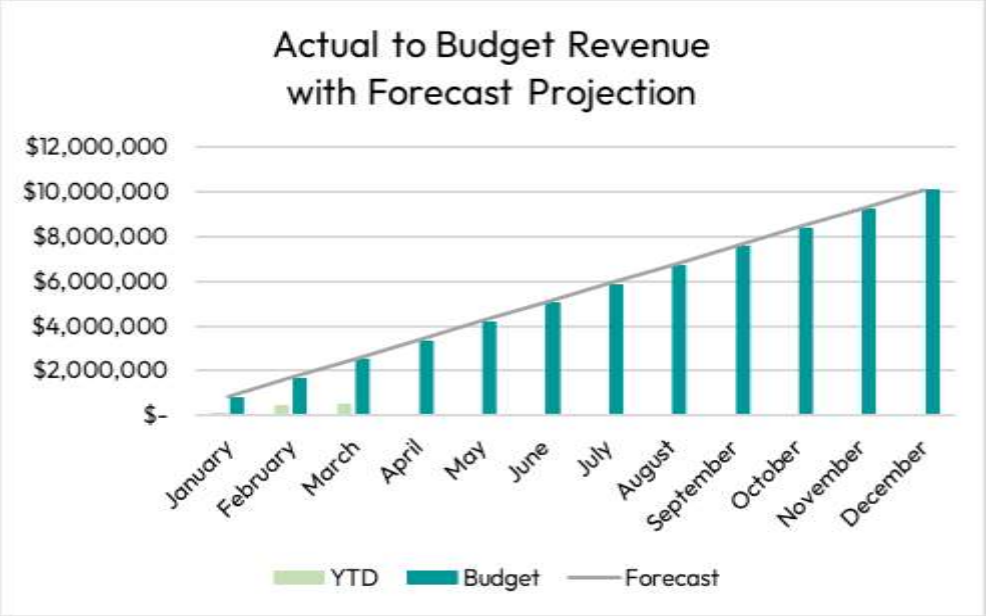
General Fund Revenue	2023 Budget	2023 YTD Actual	2023 Forecast
Real and Personal Property Tax	\$ 8,378,566	\$ 636,413	\$ 8,378,566
Sales Tax	540,000	135,763	540,000
Leasehold Excise Tax	5,000	320	5,000
REET Funds	618,600	-	618,600
Facility Rental Fees	119,647	31,708	119,647
Investment Interest	300,000	183,771	550,000
Long Term Golf Course Lease	60,000	9,029	60,000
Housing Rentals/Leases	48,500	11,309	42,500
Concessions Lease Facilities	1,000	-	1,000
Deposits Received	-	9,195	-
Other General Fund Revenue	5,000	2,113	5,000
Sale of Machinery & Equipment	10,000	-	10,000
<b>Total General Fund Revenue</b>	<b>\$10,088,313</b>	<b>\$ 1,019,621</b>	<b>\$10,332,313</b>

General Fund Operating Expenses By Division	2023 Budget	2023 YTD Actual	2023 Forecast
Legislative	\$ 172,675	\$ 15,172	\$ 172,675
Executive	510,067	135,825	510,067
Finance & IT	1,053,508	160,611	1,043,105
Administrative Services	828,405	112,410	881,405
Recreation Services	212,264	46,059	212,264
Maintenance & Operations	1,563,713	241,680	1,563,713
Park Services	757,407	103,414	757,407
<b>Total General Fund Expenses</b>	<b>\$ 5,098,039</b>	<b>\$ 815,172</b>	<b>\$ 5,140,636</b>

As the District completed Q1- 2023, General Fund revenues and operating expenses are tracking as anticipated. Investment interest is forecasted to trend higher than budget for 2023.



# General Fund Budget-vs-Actual:



Finance monitors Actual to Budget to Forecast of revenues and expenses in order to track the timing of annual transfers to other District Funds. Cash flow is monitored to ensure sufficient funds to cover Operating Expenses in the General Fund. Due to the prudent practices of the District’s Board of Park Commissioners, the District is on track to maintain the \$2,938,952 Unrestricted Reserve fund by year end.

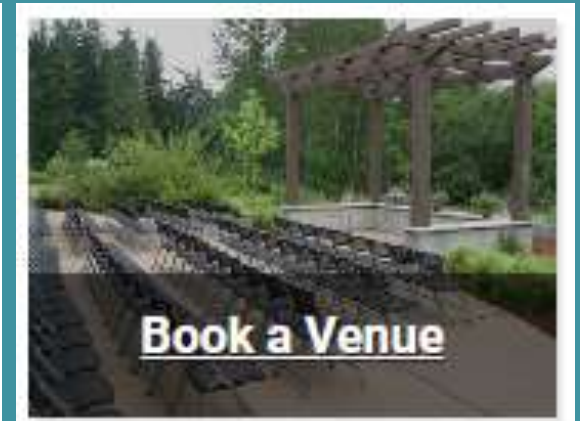
# General Fund Transfers

<b>Transfers from General Fund</b>	<b>2023 Budget</b>	<b>March</b>	<b>Variance</b>
Transfer Out to Recreation Fund	\$ -	\$ -	\$ -
Transfer Out to Maintenance Fund	228,147	-	228,147
Transfer Out to Capital Equipment Fund	55,513	-	55,513
Transfer Out to Capital Project Fund	3,156,755	-	3,156,755
Transfer Out to Debt Service Fund	1,348,959	-	1,348,959
Transfer Out to Debt Contingency Fund	200,000	-	200,000
Transfer Out to Maintenance Reserve Fund	-	-	-
<b>Total General Fund Transfers</b>	<b>\$ 4,989,374</b>	<b>\$ -</b>	<b>\$ 4,989,374</b>

2023 interfund transfers out of the General Fund will begin after April 2023, as larger deposits of property taxes flow in.

# Recreation Revolving Fund

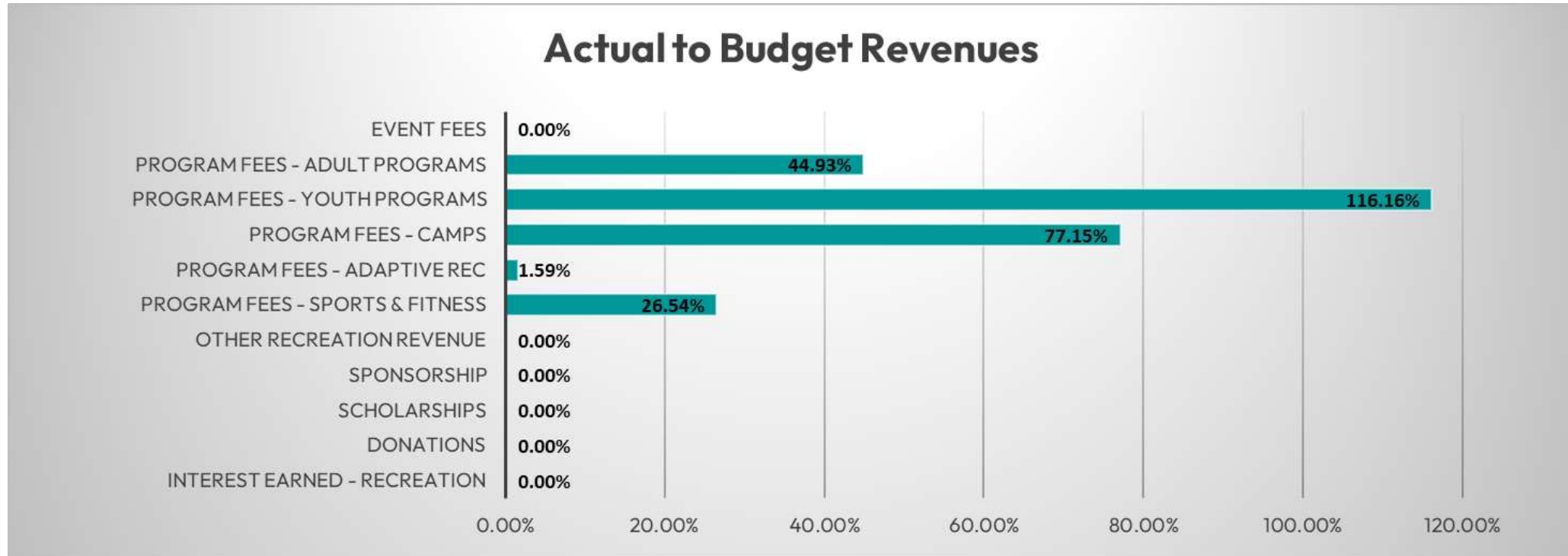
The Recreation Revolving Fund is used to support year-round recreation programs and special events for the community. Primary sources of revenue include fees for services, including program fees, facility fees and use fees. The balance of this fund is \$905,733.



# Recreation Revolving Fund Revenue

Recreation Revolving Fund Revenue	2023 Budget	March	YTD Actual	Variance	% Earned YTD
Interest Earned - Recreation	\$ -	\$ -	\$ -	\$ -	0.00%
Donations	2,500	-	-	(2,500)	0.00%
Scholarships	-	-	-	-	0.00%
Sponsorship	16,750	-	-	(16,750)	0.00%
Other Recreation Revenue	-	-	-	-	0.00%
Program Fees - Sports & Fitness	472,483	124,412	125,418	(347,065)	26.54%
Program Fees - Adaptive Rec	8,505	20	135	(8,370)	1.59%
Program Fees - Camps	159,800	116,736	123,285	(36,515)	77.15%
Program Fees - Youth Programs	52,558	32,987	61,051	8,493	116.16%
Program Fees - Adult Programs	30,650	2,214	13,772	(16,878)	44.93%
Program Fees-Senior Program	8,448	-	-	(8,448)	0.00%
Event Fees	13,150	-	-	(13,150)	0.00%
<b>Total Recreation Revolving Fund Revenue</b>	<b>\$ 764,844</b>	<b>\$ 276,369</b>	<b>\$ 323,662</b>	<b>\$ (441,182)</b>	<b>42.32%</b>

# Recreation Revolving Fund Revenue:

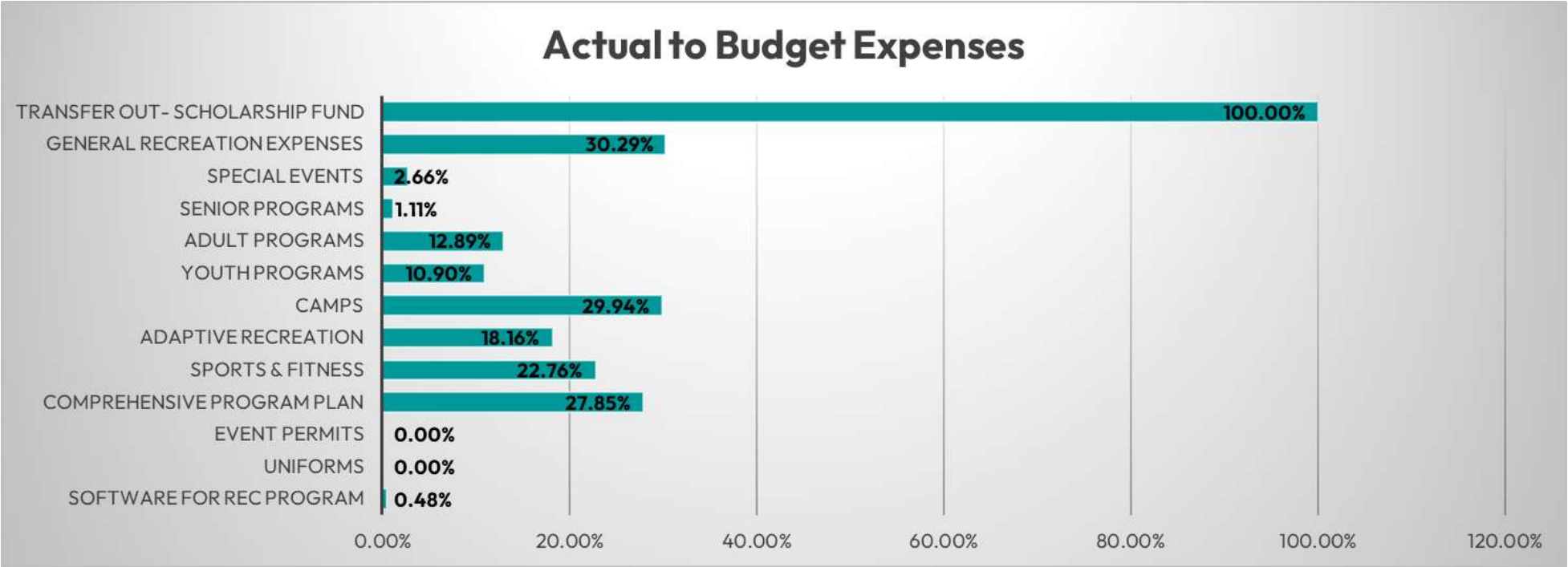


- ❖ Spring/Summer registration opened on March 12, 2023.
  - Youth Program revenue is at 116% of budget, with STEM & Gymnastics registering strong.
  - Camp Program revenue is at 77% of budget, with Outdoor Ed & summer camp registrations.
  - Adult Program revenue is at nearly 45% of budget.
  - Sports & Fitness revenue is at 26.5% of budget .

# Recreation Revolving Fund Expenses

Recreation Revolving Fund Expenses	2023 Budget	March	YTD Actual	Variance	% Spent YTD
Software for Rec Program	104,694	128	507	(104,187)	0.48%
Uniforms	1,750	-	-	(1,750)	0.00%
Event Permits	1,200	-	-	(1,200)	0.00%
Comprehensive Program Plan	35,197	320	9,803	(25,394)	27.85%
Sports & Fitness	300,679	29,598	68,436	(232,243)	22.76%
Adaptive Recreation	30,734	2,480	5,580	(25,154)	18.16%
Camps	86,660	1,010	25,943	(60,717)	29.94%
Youth Programs	43,609	2,660	4,754	(38,855)	10.90%
Adult Programs	24,763	1,443	3,193	(21,570)	12.89%
Senior Programs	38,142	173	423	(37,719)	1.11%
Special Events	96,707	2,505	2,572	(94,135)	2.66%
General Recreation Expenses	307,523	39,983	93,134	(214,390)	30.29%
Transfer Out- Scholarship Fund	50,000	-	50,000	-	100.00%
<b>Total Recreation Revolving Fund Expenses</b>	<b>\$ 1,121,659</b>	<b>\$ 80,300</b>	<b>\$ 264,344</b>	<b>\$ (857,314)</b>	<b>23.57%</b>

# Recreation Revolving Fund Expenses



# Recreation Revolving Fund

## Revenues-vs- Expenses by Program Type

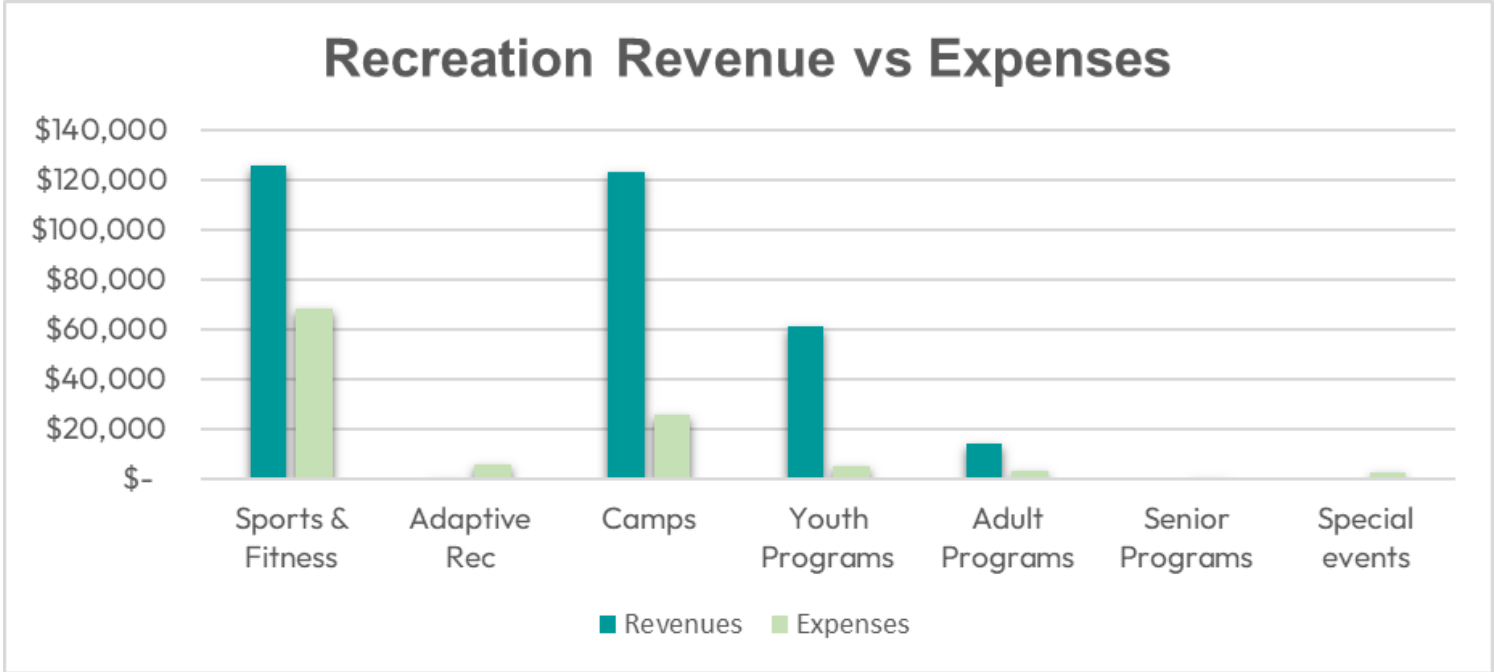
Recreation Revolving Fund Revenues	Actual YTD
Interest Earned - Recreation	\$ -
Donations	-
Scholarships	-
Sponsorship	-
Other Recreation Revenue	-
Transfer In from General Fund	-
Park & Field Rental Fees	-
Facility Rental Fees	-
Program Fees - Sports & Fitness	125,418
Program Fees - Adaptive Rec	135
Program Fees - Camps	123,285
Program Fees - Youth Programs	61,051
Program Fees - Adult Programs	13,772
Event Fees	-
<b>Total Rec Revolving Fund Revenues</b>	<b>\$ 323,662</b>

Recreation Revolving Fund Expenses	Actual YTD
Software for Rec Program	507
Uniforms	-
Event Permits	-
Comprehensive Program Plan	9,803
Sports & Fitness	68,436
Adaptive Recreation	5,580
Camps	25,943
Youth Programs	4,754
Adult Programs	3,193
Senior Programs	423
Special Events	2,572
General Recreation Expenses	93,134
Transfer Out- Scholarship Fund	50,000
	-
<b>Total Rec Revolving Fund Expenses</b>	<b>\$ 264,344</b>

The Scholarship Fund transfer from the Recreation Revolving Fund was completed 01/01/2023.



# Recreation Revolving Fund Revenues-vs- Expenses by Program Type



# Capital Project Fund

The Capital Project Fund supports projects identified in the Capital Improvement Plan (CIP). Capital Projects involve new construction, renovation or improvements to infrastructure and other systems and/or the acquisition of real property.

The primary sources of revenue for the Capital Fund in 2023 are grants, investment income and interfund transfer from the General Fund. There are currently 29 projects funded within the Capital Fund.

The balance as of 03/31/2023 is \$30,514,545.

# Capital Project Fund

Project #	Project	Year Started	Total Available Funds	Capital Fund Expenses	Balance CIP 03/31/2023
32601	Community Recreation Center - Planning & Construction	2017	27,868,625	244,438	\$ 27,624,187
30104	Turf - Sehmel Homestead Park	2020	82,473	-	82,473
30401	Hale Pass - Renovation	2018	323,113	43,450	279,663
2022-3	Sehmel Homestead Park- Resurface Playground	2022	163,000	-	163,000
2022-4	Peninsula Gardens Fund	2022	24,373	24,373	-
2022-5	DeMolay Sandspit Fund	2022	245,243	35,063	210,180
2022-6	Narrows Beach Fund	2022	24,249	24,249	-
2022-7	Sunrise Beach Fund	2022	17,814	17,814	-
2022-8	RoseDale Hall Fund	2022	1,482,553	12,133	1,470,420
2022-9	District- Key and access control plan Fund	2022	74,643	-	74,643
2022- 10	District- Signage and wayfinding master plan design Fund	2022	75,000	-	75,000
2022- 11	Peninsula Gardens	2022	104,054	-	104,054
2022- 12	Harbor Family	2022	29,000	-	29,000
2022- 13	Peninsula Gardens	2022	36,000	-	36,000
2022- 14	District- Unidentified life safety or deferred maintenance issues- Fund	2022	50,000	-	50,000
2022- 15	Narrows West	2022	8,000	-	8,000
2023- 2	CRC- Replace Existing Roof	2023	147,000	-	147,000
2023- 3	DeMolay Sandspit- Develop Master Plan	2023	1,690,489	-	1,690,489
2023- 4	Fox Island Fishing Pier	2023	275,400	-	275,400
2023- 5	Tubby's Trail- Upgrades to dog park	2023	118,000	-	118,000
2023- 6	Fox Island Fishing Pier- Replace top rail at dock	2023	20,000	-	20,000
2023- 7	Narrows Beach- Repair & repave access road	2023	285,000	-	285,000
2023- 8	Sunrise, Narrow- Defered Maintenance - single family ho	2023	50,000	-	50,000
2023- 9	CRC- Upgrade Mini Golf Course	2023	80,000	-	80,000
2023- 10	Madrona Links- To be determined	2023	500,000	-	500,000
2023- 11	District- Replace park entry gates	2023	90,000	-	90,000
2023- 12	District- Planned major maintence- TBD	2023	50,000	-	50,000
2023- 13	District- Capital Campaign Initiatives	2023	311,443	265,741	45,702
2023- 14	District- New Operations Vehicles	2023	52,000	-	52,000

As of 03/31/2023, \$667,261 has been spent on capital projects.

# Other Funds:

# Scholarship Fund:

- ❖ The Scholarship Fund was created to provide partial funding to persons who want to participate in the District's fee-based recreation programs and meet eligibility requirements.
- ❖ The budgeted \$50,000 transfer from the Recreation Fund to the Scholarship Fund was completed in January.
- ❖ The Board approved Resolution RR2023-001 on February 21, 2023 adopting the amended Recreation Scholarship Policy with expanded eligibility and awards.
- ❖ As of 03/31/2023, \$3,503.50 has been awarded to 19 participants with an average award size of nearly \$95. Of the 19 participants, 11 of the awarded were in District, 5 were out of the District, with 3 still pending information.
- ❖ A breakdown of awards shows that \$300 was awarded for sports programs, \$3,083.50 for camps, and \$120 for youth programs.
- ❖ \$4,630 was awarded in scholarship in 2022.

# Debt Service:

The Debt Service Fund is used for the retirement of general, long-term bond debt. Sources of revenue are interfund transfers from the General Fund. Debt payments are made in June and December.

The balance of this fund is \$0. The General Fund transfer will be completed after April 30, 2023.

Debt Service Fund	2023 Budget	March	YTD Actual	Variance	% Earned YTD
Transfer in from General Fund	1,348,959	\$ -	\$ -	(1,348,959)	0.00%
<b>Total Debt Service Fund Revenue</b>	<b>\$ 1,348,959</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(1,348,959)</b>	<b>0.00%</b>

Debt Service Fund Expenses	2023 Budget	March	YTD Actual	Variance	% Spent YTD
G.O. Bond Principal Payment	860,000	-	-	860,000	0.00%
Interest Long Term G.O. Bond	488,959	-	-	488,959	0.00%
<b>Total Debt Service Fund Expenses</b>	<b>\$ 1,348,959</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,348,959</b>	<b>0.00%</b>

# Debt Contingency Fund:

The Debt Service Contingency Fund is a voluntary reserve fund created to provide security for debt obligations in the event of reduced funding due to pro-rationing or other adverse economic factors. Sources of revenue are interfund transfers from the General Fund.

The current balance of this fund is \$800,000.

Debt Service Contingency Fund	2023 Budget	March	YTD Actual	Variance	% Earned YTD
Transfer in from General Fund	200,000	\$ -	-	(200,000)	0.00%
<b>Total Debt Service Contingency Fund Revenue</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (200,000)</b>	<b>0.00%</b>

# Unrestricted Endowment:

The long-range goal of the unrestricted endowment fund is to provide annual interest in an amount sufficient to fund the annual maintenance of all District parks and facilities.

This fund currently earns minimal interest with a balance of \$277,183.

Unrestricted Endowment Fund Revenue	2023 Budget	March	YTD Actual	Variance	% Earned YTD
Interest Revenue	350	\$ -	-	(350)	0.00%
<b>Total Unrestricted Endowment Fund Revenue</b>	<b>\$ 350</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (350)</b>	<b>0.00%</b>

Unrestricted Endowment Fund Expenses	2023 Budget	March	YTD Actual	Variance	% Spent YTD
Endowment (Investment Fee)	15	-	-	(15)	0.00%
<b>Total Unrestricted Endowment Fund Expenses</b>	<b>\$ 15</b>	<b>-</b>	<b>\$ -</b>	<b>\$ (15)</b>	<b>0.00%</b>



# Restricted Endowment:

The long-range goal of the restricted maintenance endowment fund is to provide annual interest in an amount sufficient to fund the annual maintenance of all the District's parks and facilities.

This fund currently earns minimal interest and has a balance of \$157,427.15.

Restricted Endowment Fund Revenue	2023 Budget	March	YTD Actual	Variance	% Earned YTD
Interest Revenue	\$ 3,000	\$ 1,741	5,701	2,701	190.02%
<b>Total Restricted Endowment Fund Revenue</b>	<b>\$ 3,000</b>	<b>\$ 1,741</b>	<b>\$ 5,701</b>	<b>\$ 2,701</b>	<b>190.02%</b>

Restricted Endowment Fund Expenses	2023 Budget	March	YTD Actual	Variance	% Spent YTD
Endowment (Investment Fee)	-	-	-	-	0.00%
<b>Total Restricted Endowment Fund Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

# Unrestricted Maintenance:

The Unrestricted Maintenance Fund is a voluntary reserve created to provide financial security for ongoing park maintenance and operations in the event of reduced funding due to pro-rationing or other adverse economic factors.

The balance of this account is \$180,613.

Unrestricted Maintenance Fund	2022 Budget	December	YTD Actual	Variance	% Earned YTD
Transfer in from General Fund	228,147	\$ -	-	(228,147)	0.00%
<b>Total Debt Service Contingency Fund Revenue</b>	<b>\$ 228,147</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(228,147)</b>	<b>0.00%</b>

# Unrestricted Maintenance:

Unrestricted Maintenance Fund	2023 Budget	Actual YTD	% Spent YTD
Revenues:			
Long Term Golf Course Lease	\$ 60,000	\$ 9,029	15%
Housing Rentals/Leases	48,500	\$ 11,309	23%
Concession Lease Facilities	1,000	\$ -	0%
Facility Rental Fees	119,647	\$ 31,708	27%
<b>Total Revenues</b>	<b>\$ 229,147</b>	<b>\$ 52,046</b>	<b>23%</b>
Expenses:			
Facility Rentals- Supplies	4,875	1,147	24%
Facility Rentals- Expenses	30,821	-	0%
Sales Tax - Facility Rentals	-	2,924	0%
<b>Total Expenses</b>	<b>\$ 35,696</b>	<b>\$ 4,071</b>	<b>11%</b>
<b>Total General Fund Facility Rental Fees YTD</b>	<b>\$ 193,451</b>	<b>\$ 47,976</b>	<b>25%</b>

# Questions?



# Peninsula Metropolitan Park District

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## REGULAR MEETING MINUTES

**April 18, 2023, 6:00 PM**

Arletta Schoolhouse at Hales Pass Park - 3507 Ray Nash Drive NW, Gig Harbor, WA 98335

### Call to Order Time: 6:00 PM

#### Commissioner Roll Call:

	Present	Excused	Comment
Steve Nixon, President	x		
Maryellen (Missy) Hill, Clerk	x		
Amanda Babich	x		
Kurt Grimmer	x		
Laurel Kingsbury	x		

Quorum, Yes

#### ITEM 1 President's Report

- Attended all three public discovery sessions for the PROS Plan.
- Attended the Spring Egg Hunt.
- Met with Commissioner Hill and community members about senior services on 4/14.
- Met with Ally, Mayor of Gig Harbor, and City Administrator on 4/17.
- On 4/18, went out to The Mustard Seed Project to learn about their transportation program and Pierce Transit van.
- On 4/18, attended the Senior Community Discussion meeting at Sehmel.
- Remind Board Members Ally will present to Kiwanis on 4/19 and PAF at Chamber on Thursday, 4/20. Please let Ally know if you can attend.

#### ITEM 2 Executive Director's Report

- Introduce Director of Development Tracy Stirrett
- PROS Plan is ongoing
  - Survey responses over 460 responses, and it will be open through this weekend.
  - The Social Pinpoint website is open.
- PenMet Parks will have a booth at PEP-C Fair on 4/22.
- PenMet Parks is partnering with the City of Gig Harbor for Parks Appreciation Day 4/22. We will have volunteer opportunities from 9-12 pm at Tubby's.
- Upcoming feasibility meetings
  - 4/24 Feasibility Study for a Dedicated Place for Seniors.
  - 4/25 Feasibility Study for a Dedicated Aquatic Space.



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- CRC Permit application is pending, tentative bid date of 5/22

**Board Question:** Can we get an update on phase 1? **Executive Director**

**Answer:** Mid-May substantial completion with the move scheduled for early June.

## ITEM 3 Special Presentations: None

## ITEM 4 Board Committee Reports

**4a. Park Services Committee** - Has not met since last meeting

**4b. Finance Committee**– Call on Commissioner Hill or President Nixon

- In April, Finance will coordinate the annual physical asset inventory count for the District. This inventory, along with the inventory created with the PROS plan, will give a comprehensive inventory of District assets.
- Committee discussion on the Capital Fund and the process of tracking invoices, approving payment, and state requirements of closing the project out.
- And finally, a brief review of Q1-2023 financials and schedule of General Fund transfers.

**4c. Administrative Services Committee**

- Updates on marketing, facility rentals, records management, and upcoming goals and objectives for the board retreat.
- Updates on hiring, the new employee handbook and supervisor training, upcoming trainings for staff in the areas of heat, smoke, and other safety-related topics, as well as an upcoming keynote speaker on Diversity, Equity, and Inclusion.
- We have accepted an RFP for a concessionaire at Sehmel to begin in May.
- We are working on updating the Facility Use Policy, the Field Use Policy, and creating a new policy on Courts/Shelters for review in the coming months.

**4d. Recreation Services Committee**- Has not met since last meeting

**4e. Campaign Committee**- Has not met since last meeting

**4f. External Committees**- None

## ITEM 5 Public Comments Provided By:

- Bill Sehmel
- Betty Lilienthal

## ITEM 6 Minutes



# Peninsula Metropolitan Park District

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- 6a. **Approval of the April 4, 2023 Study Session Minutes**
- 6b. **Approval of the April 4, 2023 Regular Meeting Minutes**  
 Commissioner moved to adopt the minutes as presented;  
 Commissioner seconded;  
 Roll call vote. Approved unanimously. Motion carried.

## ITEM 7 **Consent Agenda: None**

## ITEM 8 **Unfinished Business**

- 8a. **Resolution RR2023-003: Adopting the Fox Island Fishing Pier Accessible Ramp and Handrail Improvement Project Budget (Second Reading)**

Resolution RR2023-003 was moved and seconded at the April 4th 2023 Regular Meeting. There is a motion on the table.

Presentation by Executive Director Bujacich. Resolution RR2023-003, that was heard in the first reading, incorrectly stated the project budget as \$275,000.00. We request the Board consider amending the resolution to the version that is before you with the corrected project budget of \$275,400.00.

Commissioner Move to Amend Resolution RR2023-003.  
 Commissioner Second to Amend Resolution RR2023-003.  
 Board discussion: None.

Roll call Vote. Unanimously approve to amended Resolution RR2023-003 with the corrected project budget of \$275,400.00. Motion Carried.

No further Staff Discussion regarding the Second Reading of RR2023-003.  
 No further Board Discussion.  
 Roll call vote. Approved unanimously. Motion carried.

- 8b. **Resolution RR2023-004 Adopting the Tubby's Dog Park Upgrades Project Budget (Second Reading)**

This Item was moved and seconded at the April 4, 2023 meeting. There is a motion on the table.

No further Staff Discussion.  
 No further Board discussion.

Roll call vote. Approved unanimously. Motion carried.

- 8c. **Resolution RR2023-005: Adopting the Narrows Beach Road Pavement Preservation Project Budget (Second Reading)**

This Item was moved and seconded at the April 4, 2023 meeting. There is a motion on the table.

No further Staff Discussion.  
 No further Board discussion.



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Roll call vote. Approved unanimously. Motion carried.

**8d. Resolution RR2023-006: Adopting the Community Recreation Center Mini Golf Course Improvement Project Budget (Second Reading)**

This Item was moved and seconded at the April 4, 2023 meeting. There is a motion on the table.

No further Staff Discussion.

No further Board discussion.

Roll call vote. Approved unanimously. Motion carried.

## ITEM 9 New Business

**9.1 Purchasing Resolutions Requiring One Reading for Adoption: None**

**9.2 Single Reading Resolutions Requiring One Reading for Adoption: None**

**9.3 Two Reading Resolutions Requiring Two Readings for Adoption:**

**9.3a Resolution RR2023-007: Adopting the Fees and Services Assessment Study (First Reading)**

Commissioner moved;

Commissioner seconded.

Memo Overview by Director of Recreation Services Tracy Gallaway

Board discussion. President Nixon is making notes on the draft and encourage commissioners to review since it is still in draft form.

The Second Reading will be at the May 2, 2023 Regular Meeting.

## ITEM 10 Comments by Board

**When these four projects that were adopted today start, please send out an email so commissioners can check them out. President Nixon will be out of town but available by zoom. Congratulations to Ally Bujacich on 2<sup>nd</sup> anniversary. Thank you for your leadership and commitment.**

## ITEM 11 Next Board Meetings

**April 28, 2023 Board Retreat Site Tour and April 29, 2023 Board Retreat.**

**May 2, 2023 Study Session at 5:00 pm and Regular Meeting at 6:00 pm at the Arletta Schoolhouse at Hales Pass Park - 3507 Ray Nash Drive NW, Gig Harbor, WA 98335**

## ITEM 12 Adjournment Time: 6:28 PM

## BOARD OF PARK COMMISSIONERS MEETING PROCEDURES

The Board of Park Commissioners encourages the public to attend its Board meetings. All persons who attend Board meetings must comply with Board Policy P10-106 providing for the Rules of Decorum at Board Meetings. This Policy





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is to preserve order and decorum and discourage conduct that disrupts, disturbs, or otherwise impedes the orderly conduct of Board meetings. A copy of the policy is available at each meeting and at [www.penmetparks.org](http://www.penmetparks.org).

Approved By the Board on \_\_\_\_\_

\_\_\_\_\_  
Steve Nixon, Board President

\_\_\_\_\_  
Maryellen “Missy” Hill, Board Clerk

\_\_\_\_\_  
Attest: Ally Bujacich

Submitted by: Robyn Readwin, Board Secretary



# Peninsula Metropolitan Park District

## RESOLUTION NO. C2023-006

---

### APPROVING VOUCHERS FROM APRIL 2023

WHEREAS, the Peninsula Metropolitan Park District Board of Park Commissioners approved the 2023 operating budget in Resolution RR2022-010 and the 2023 capital budget in Resolution RR2022-011 on November 15, 2022; and

WHEREAS, expenditures are within the current resource projections at the fund level; and

WHEREAS, the Executive Director or his or her designee has certified that the materials have been furnished, the services rendered, or the labor performed as described, and that each claim represents a just, due, and unpaid obligation against the District;

NOW THEREFORE BE IT

RESOLVED by the Board of Park Commissioners of the Peninsula Metropolitan Park District that vouchers in the amounts and for the period indicated on Attachment "A" be approved for payment.

The foregoing resolution was adopted at a regular meeting of the Board of Park Commissioners of the Peninsula Metropolitan Park District held on May 2nd, 2023.

Approved By the Board on \_\_\_\_\_

\_\_\_\_\_  
Steve Nixon, Board President

\_\_\_\_\_  
Maryellen "Missy" Hill, Board Clerk

\_\_\_\_\_  
Attest: Ally Bujacich



### **Attachment A to Resolution C2023-006**

For the period beginning 04/01/2023 and ending 04/07/2023

Voucher #230401001 through #230401029 is approved for payment in the amount of \$477,701.05.

**and**

For the period beginning 04/07/2023 and ending 04/07/2023

Voucher #230402001 is approved for payment in the amount of \$1,000.00.

**and**

For the period beginning 04/08/2023 and ending 04/11/2023

Voucher #230403001 through #230403041 is approved for payment in the amount of \$81,884.20.

**and**

For the period beginning 04/12/2023 and ending 04/17/2023

Voucher #230404001 through #230404028 is approved for payment in the amount of \$36,232.98.

**and**

For the period beginning 04/18/2023 and ending 04/23/2023

Voucher #230405001 through #230405031 is approved for payment in the amount of \$40,540.44.



## DISTRICT COMMISSION MEMO

**To:** Board of Park Commissioners

**Through:** Ally Bujacich, Executive Director

**From:** Tracy Gallaway, Director of Recreation Services

**Date:** May 2, 2023

**Subject:** **Resolution RR2023-007 Adopting the Fees And Services Assessment Study (Second Reading)**

### **Background/Analysis**

The Board of Park Commissioners passed Resolution R2021-016 adopting the outcomes of the June 19, 2021, Board Retreat, including identifying a number of goals and objectives for 2022. The adopted goals include elevating programs that advance the mission, align with policy, benefit the District, and foster effective operations; and strategically delivering recreation programs that respond to community need and align with strategic goals. The adopted 2022 and 2023 operating budgets allocate funds to develop a comprehensive program plan to advance those goals.

To continually improve and develop its services and overall organizational effectiveness, the District retained BerryDunn to conduct a Fee and Services Assessment (Study). The process included a review and assessment of services, programs, and facilities; categorization of District services based upon the level of community versus individual benefit; a comparable agency review, a market study; and consideration of service provision strategies. This process and its outcomes maximize the effectiveness of the District, assuming a framework for future planning, programming, budgeting, pricing, and resource allocation.

This major undertaking is built on community values and mission-based service, and provides a foundational philosophy, policies, and best practice model that will live on in the organization. Its intent is to be flexible and responsive to changing conditions, allowing the District to allocate its resources consistently and provide valuable information for decision-making and setting priorities for improvements to the system.

This assessment provides the necessary tools for future decision-making while allowing the District to be responsive to changing needs and demographics. Most importantly, it



links strategic and tactical intents to overall goals and desired outcomes through an easily understood and implementable measurable approach.

### **Staff Recommendation**

Staff recommends the Board pass Resolution RR2023-007 adopting Peninsula Metropolitan Parks District's Fees & Services Assessment at its second reading on May 2, 2023.

### **Policy Implications/Support**

1. The Board passed Resolution R2021-016 adopting the outcomes of the June 19, 2021, Board Retreat, including identifying elevating programs and strategically delivering recreation programs as goals for the District.
2. The District has adopted the annual operating budgets for 2022 and 2023 with funding allocated to create a comprehensive program plan.
3. The Fees & Services Assessment Study was presented to the Recreation Services Committee on March 30, 2023, and to the Board at the April 4, 2023, study session.

### **Staff Contact**

If you have any questions or comments, please contact Tracy Gallaway at (253) 858-3400 or via e-mail at [tgallaway@penmetparks.org](mailto:tgallaway@penmetparks.org).

### **Attachments**

Exhibit A: Resolution RR2023-007



# Peninsula Metropolitan Park District

## RESOLUTION NO. RR2023-007

### ADOPTING THE FEES AND SERVICES ASSESSMENT STUDY

WHEREAS, the Peninsula Metropolitan Park District (PenMet Parks) was formed in 2004 by a vote of the people and is authorized to deliver parks and recreation services under RCW 35.61; and

WHEREAS, the Board of Park Commissioners adopted goals include elevating programs that advance the mission, align with policy, benefit the District, and foster effective operations and strategically delivering recreation programs that respond to community need and align with strategic goals; and

WHEREAS, it is the policy of the PenMet Parks District Board of Park Commissioners that the District employ balanced and fair revenue policies to provide sufficient funding for desired programs; and

WHEREAS, PenMet Parks retained BerryDunn to conduct a recreational services assessment to help affirm and or establish a procedural foundation by which to operate, a cost recovery philosophy, and fees and services plan; and

WHEREAS, during the recreation assessment process the District sought and received input from the community, Board, and staff, to develop a fees and services plan; and

WHEREAS, the study provides staff with policy change suggestions and actionable implementation steps;

NOW THEREFORE BE IT

RESOLVED, by the Board of Park Commissioners that PenMet Parks accepts the Fees and Services Assessment Study attached as Exhibit A.

The foregoing resolution was adopted at a regular meeting of the Board of Park Commissioners of the Peninsula Metropolitan Park District held on May 2, 2023.

\_\_\_\_\_  
Steve Nixon, Board President

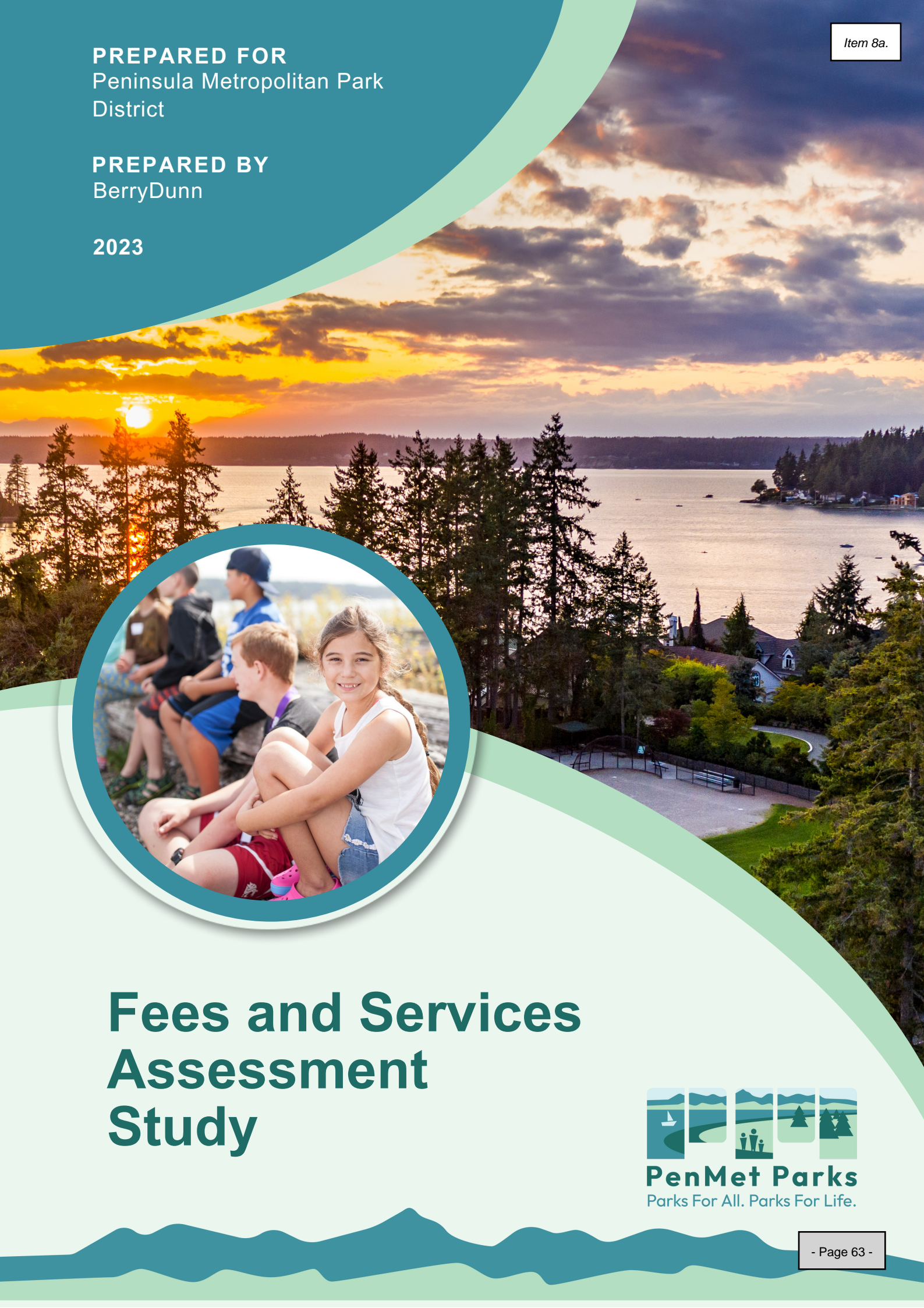
\_\_\_\_\_  
Maryellen "Missy" Hill, Board Clerk

\_\_\_\_\_  
Attest: Ally Bujacich

**PREPARED FOR**  
Peninsula Metropolitan Park  
District

**PREPARED BY**  
BerryDunn

**2023**



# Fees and Services Assessment Study



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## 1.0 Introduction

To continually improve and develop its services and overall organizational effectiveness, the Peninsula Metropolitan Park District (PenMet Parks) retained BerryDunn to conduct a Fee and Services Assessment (Study). The process included an assessment of services, programs, and facilities, a categorization of services based on the level of community versus individual benefit, a comparable agency review, a market study, and a consideration of service provision strategies. This process and its outcomes will maximize the effectiveness of the District, assuring a framework for future planning, programming, budgeting, pricing, and resource allocation.

### 1.1 Purpose of the Plan

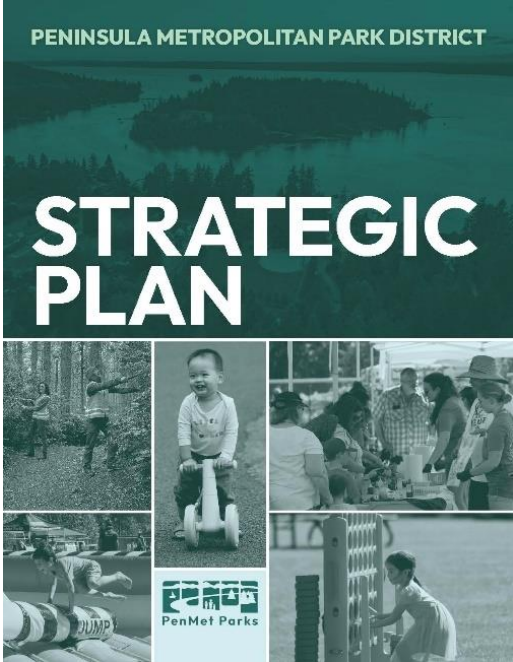
This major undertaking is built on community values and mission-based service and provides a foundational philosophy, policies, and best practice model that will live on in the organization. It intends to be flexible and responsive to changing conditions, allowing the District to allocate its resources consistently and provide valuable information for decision-making and setting priorities for improvements to the system.

This study provides the necessary tools for future decision-making while allowing the District to be responsive to changing needs and demographics. Most importantly, it links strategic and tactical intents to overall goals and desired outcomes through an easily understood and implementable approach. This plan seeks to:

- Create transparency and trust through analytics, best practices, and community input.
- Set direction while creating service sustainability for the organization.
- Provide tools that filter processes for unbiased decision-making.
- Position the team to provide recommended solutions to challenges facing PenMet Parks that are creative while in alignment with District values.
- Allow for new ideas while being responsible for taxpayer dollars.
- Support informed decision-making through information gathering and data analysis.
- Provide a meaningful cost-recovery philosophy, methodology, and policy based on community values.

## 1.2 Plans of Influence

This planning effort aligns with the recently adopted PenMet Parks Strategic Plan. The Strategic Plan provides a roadmap for the District, reaffirms its mission, recognizes its vision, and highlights its organizational values. The plan determines key areas for future decision-making and collaboration by building upon past successes to unify the District around a clear vision that creates action toward the future. The organization’s mission and vision provide direction and guide decision-making at all levels of the organization.



**PenMet Parks Mission**

The mission of PenMet Parks is to enhance the quality of life by providing parks and recreation opportunities for our community.

**PenMet Parks Vision**

The vision of PenMet Parks is to be a leader promoting health and well-being in a thriving community.



## 2.0 Comparable Agency Review

Benchmarking communities of similar jurisdiction, population, and size can be an effective tool that creates a deeper understanding of the operations and budgets of high-performing agencies. This type of analysis often provides clarity on how other agencies manage their budget, bring in revenue, offer programs, and run facilities.

The intent of benchmarking is not to compare "apples to apples" with other agencies, as each jurisdiction has its own unique identity, ways of conducting business, and distinct community needs. Each community's political, social, economic, and physical characteristics make the policies and practices of each park and recreation agency unique. Additionally, organizations do not typically measure or define metrics the same way for parks, trails, facilities, and maintenance.

National Recreation and Park Association (NRPA) Park Metrics is the most comprehensive source of data standards and insights for park and recreation agencies. This tool provides an opportunity to select agencies that meet specific criteria and develop customized reports for comparisons between peer agencies. This tool provides greater consistency than other methods, however organizations may measure or define various metrics differently.

For this report, BerryDunn selected six agencies for comparison with PenMet Parks. Agencies with an asterisk (\*) submitted their data to NRPA Park Metrics, and the additional data was sourced from information requests, online research, budget reports, and program catalogs.

- The agencies compared in this study include:
- Bainbridge Island Metro Park & Recreation District (WA)
- Chehalem Park & Recreation District (OR)\*
- City of Federal Way Parks & Recreation (WA)
- Gurnee Park District (IL)\*
- Lombard Park District (IL)\*
- City of Puyallup Parks & Recreation (WA)

*Note: For the purpose of readability, these agencies may be abbreviated by a shortened name. Tables throughout this report highlight PenMet Parks in blue (in the first column) then sorted alphabetically with other agencies shown in green.*

## 2.1 Benchmarked Agencies Jurisdiction Type & State

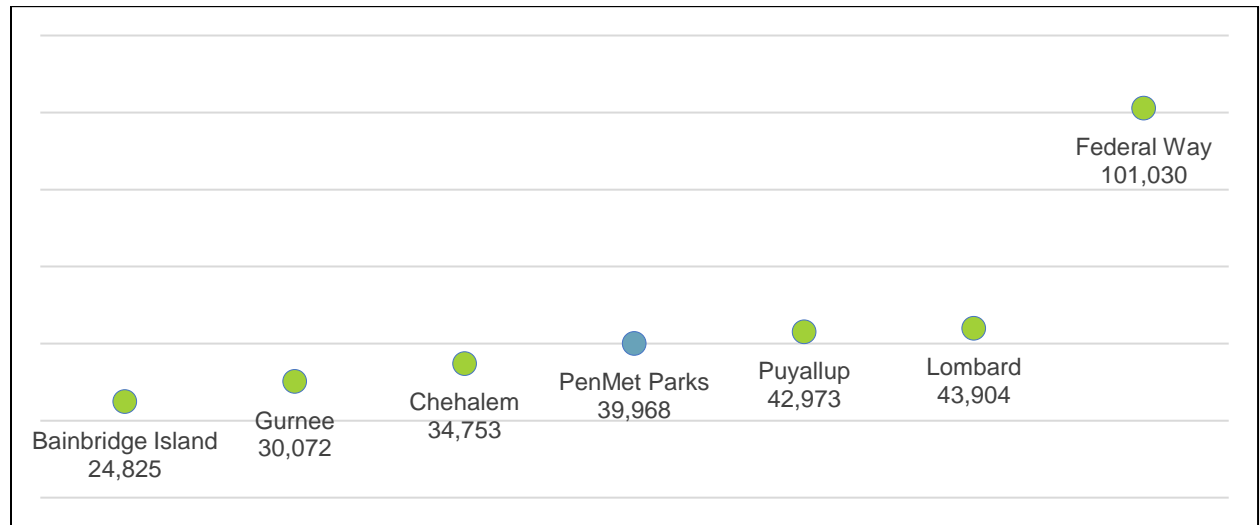
Four out of the six compared agencies are special districts like PenMet Parks. The two remaining agencies are cities with municipal parks and recreation departments. Three agencies were located in Washington, one in Oregon, and two in Illinois.

**Table 1: Overview of Benchmarked Agencies**

	PenMet Parks	Bainbridge Island	Chehalem	Federal Way	Gurnee	Lombard Park District	Puyallup
Jurisdiction Type	Special District	Special District	Special District	City	Special District	Special District	City
Jurisdiction State/Province	WA	WA	OR	WA	IL	IL	WA
Jurisdiction Population	39,968	24,825	34,753	101,030	30,072	43,904	42,973
Budget (FY21)	\$3,212,849	\$9,287,031	\$7,692,997	\$4,154,492	\$6,719,633	\$7,012,956	\$19,133,242
Per Capita Spending	\$80.38	\$374.10	\$221.36	\$41.12	\$223.45	\$159.73	\$445.24

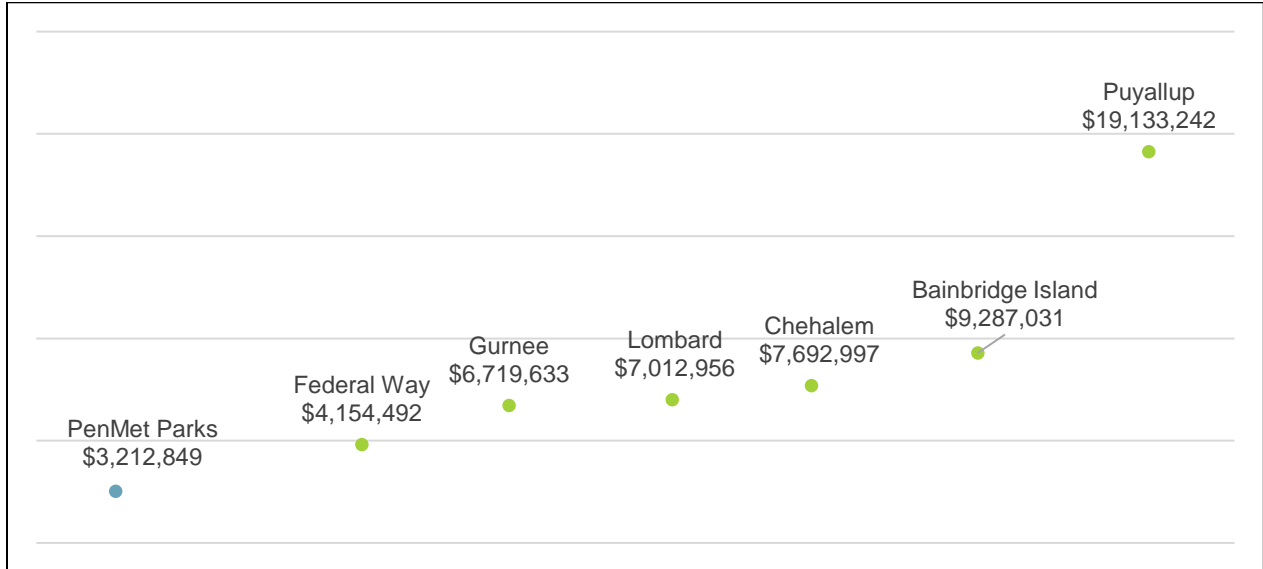
PenMet Parks had an estimated population of 39,968 in 2021. Three of the agencies reviewed had smaller populations ranging from 24,825 to 34,753. The remaining three agencies had larger populations ranging from 42,937 to 101,030.

**Figure 1: Population Comparison of Benchmarked Agencies**



Of all agencies compared, PenMet Parks had the smallest operating budget at 3.2 million. The other agencies ranged from 4.2 Million to 19.1 Million. The average operating budget for these compared agencies was 8.2 million, while the median operating budget was 7 million.

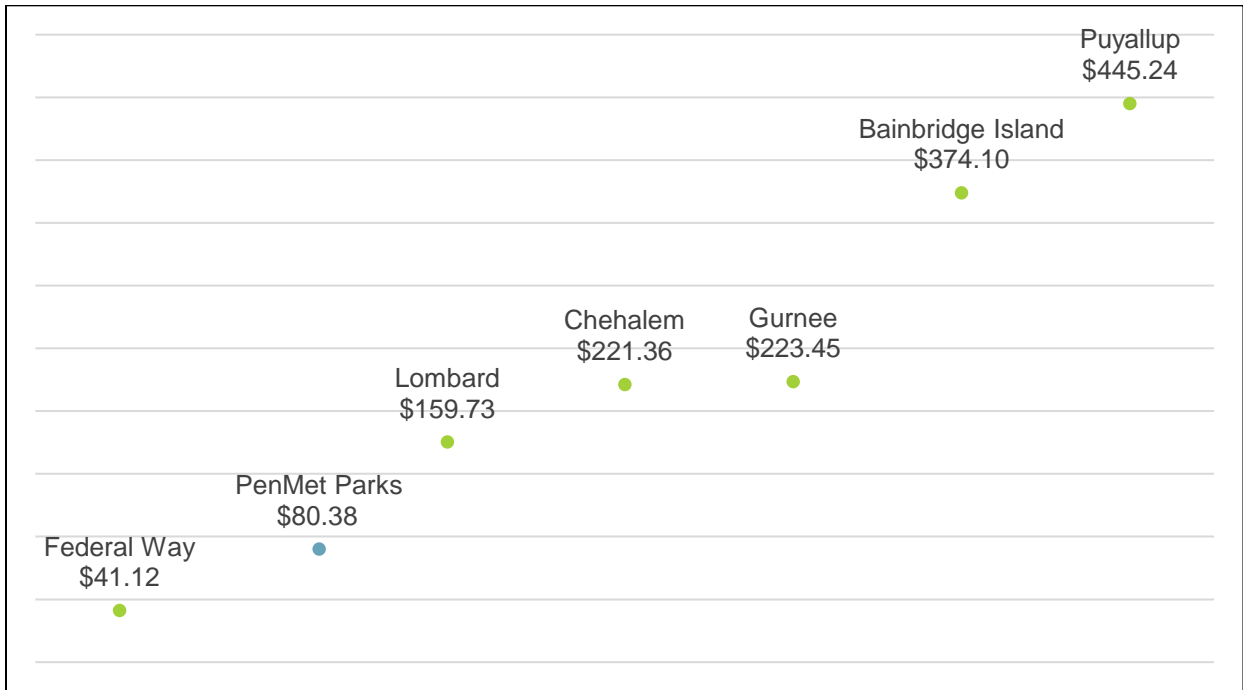
**Figure 2: Operating Budget (FY21) of Benchmarked Agencies**



Normalizing operating expenditure data by population served by an agency is a much more accurate and meaningful way of articulating and comparing spending. In terms of per capita spending, PenMet Parks fell in the low range at \$80.38. The 2022 NRPA Agency Performance Review finds the median per capita spending for an agency of 20,000 – 49,999 is \$110.32.



**Figure 3: Per Capita Spending Benchmarked Agencies**



## 2.2 Programs and Services

Recreation programs are core to the primary services that park and recreation agencies provide. The type of programs varies based on several factors, which include: facility space, staff/instructor availability, and expertise, alternative service providers in the area, benefit to the community, and program demand. PenMet Parks was most similar to Federal Way and Puyallup, both in Washington, with fewer programs offered than Bainbridge Island, Chehalem, Gurnee, and Lombard.

**Table 2: Programming Offered by Benchmarked Agencies**

Programs and Services	PenMet Parks	Bainbridge Island, WA	Chehallem, OR	Federal Way, WA	Gurnee, IL	Lombard, IL	Puyallup, WA
Health and wellness education	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Safety training	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Fitness enhancement classes	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Team sports	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Individual sports	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Running/cycling races	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Racquet sports	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Martial arts	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Aquatics	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Golf	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Social recreation events	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Cultural crafts	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Performing arts	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Visual arts	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Natural and cultural history activities	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Themed special events	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Trips and tours	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Legend    ● Yes    ○ No

### Targeted Programs for Children, Seniors, & People with Disabilities

The "prime directive" for all park and recreation agencies is to serve the public. Delivering high-quality services to all community members is a key commitment of park and recreation professionals. That promise includes those professionals being leaders in providing services and programming for children, older adults, and people with disabilities.



According to the 2022 NRPA Agency Performance Review, 83% of park and recreation agencies offer summer camp programs for their community’s children. A majority also deliver programs for teens and after-school care as portions of their out-of-school time (OST) offerings. Fewer agencies include preschool, before-school care, or all-day childcare as a part of their program offerings. OST programs are commonplace offerings by agencies of nearly all sizes, but most especially those that serve populations of at least 20,000 residents.

The 2022 NRPA Agency Performance Review also found most park and recreation agencies offer specific programming for other segments of their communities, including older adults (79%), teens (66%), and people with disabilities (62%).

Agencies in larger communities are most likely to offer these types of programming. For example, 77% of park and recreation agencies in jurisdictions serving 100,000 to 250,000 residents offer programming designed for people with disabilities. In comparison, 36% of agencies that serve populations of less than 20,000 residents offer such programs. More than half of park and recreation agencies provide science, technology, engineering, and mathematics (STEM) specific programs to community members.

**Table 3: Targeted Programs for Children, Seniors, and People with Disabilities**

Targeted Programs	PenMet Parks	Bainbridge Island, WA	Chehalem, OR	Federal Way, WA	Gunree, IL	Lombard Park District, IL	Puyallup, WA
Summer camp	●	●	●	●	●	●	●
Before-school Programs	○	●	●	○	●	●	○
After-school Programs	○	●	●	●	●	●	○
Preschool	○	○	●	●	●	●	●
Full day care	○	○	●	○	○	○	○
Specific teen programs	●	●	●	○	●	●	○
Specific senior programs	●	●	●	●	●	●	●
Programs for people with disabilities	●	●	●	●	●	●	○
STEM Programs	●	●	●	○	●	●	○

Legend ● Yes ○ No

## 2.3 Pricing Policy

Historically, public parks and recreation agencies have assessed only minimal charges for the use of public parks and recreation services. In recent decades, however, pressure from several avenues has forced many public agencies, including parks and recreation agencies, to rethink their basic tenets and, in many cases, institute policies to recover part or all the expenses generated by this public service. This trend has required parks and recreation administrators to critically examine their parks and recreation pricing approach.

Tax dollars provide basic operational costs for parks and recreation services. Fees and charges offset operating costs and are an essential source of income to assist in narrowing the gap between the levels of tax subsidy and revenue. Fees and charges must be viewed as a method for continuing and expanding the ability to provide quality parks and recreation services at a level that is fair and equitable to both participants and non-participants.

Agencies around the country have pricing policies to support and guide the development of a fair and consistent fee schedule. A typical pricing policy provides a standardized approach to assessing fees, criteria for non-resident rates, a framework for a financial assistance program, and guidelines for priority registration.

The comparable agency review found five of the six agencies studied impose a non-resident surcharge for their programs. Non-residents pay 15 – 25% more than residents. Additionally, three of the six give priority registration to residents for their summer camp programs.

**Table 4: Pricing Policies**

	PenMet Parks	Bainbridge Island, WA	Chehalis, OR	Federal Way, WA	Gurnee, IL	Lombard, IL	Puyallup, WA
Adopted Pricing Policy	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-resident surcharge	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Financial assistance program	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Priority registration for residents	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

Legend ● Yes ○ No

## 2.4 Key Findings

It is important to take all data in a benchmarking study with context, realizing that while benchmarking can be a great comparative tool, it doesn't necessarily lend itself to being a decision-making tool. Additionally, the impact of COVID-19 has significantly altered program offerings, facility availability, and overall program delivery, which may have 2021 data as represented in this report.

The comparable agency review of the pricing practices used by the agencies studied found five of the six impose a non-resident surcharge for their programs, and three of the six provide priority registration for residents. PenMet Parks does not use either registration strategy. District residents support park and recreation services through their property taxes. For this reason, the District should consider lower program costs for in-district residents.



## 3.0 PenMet Parks Program Inventory and Analysis

A program inventory and analysis were conducted on Fiscal Year (FY) 2022 programs that required registration. The analysis does not consider how many times a program is offered; it instead evaluates the category of service and target audience. Registration does not require a person to provide household income or race demographic data. Therefore, only age-based assertions about differences in service levels can be recognized. Drop-in programs and public events were excluded from the analysis.

### 3.1 Program Inventory

PenMet Parks provides a diverse array of recreation opportunities year-round for youth, adults, and seniors. Programs are well attended and are in high demand by the community, and participation is generally reaching or exceeding capacity due to limited programming space.

On average, over 6,000 participants register for PenMet Parks programs annually. Programs are offered at over 20 locations, including elementary schools and various parks. Programs with registration are sorted into ten service categories. In FY22, across the ten service categories, PenMet Parks offered 465 programs. Table 5 summarizes program categories and FY22 participation rates.

**Table 5: Program Participation**

Service Category	Sum of Total Enrolled
Adult Classes & Programs: Advanced & Competitive	19
Adult Classes: Beginning & Intermediate	449
Adult Sports Leagues	106
Public Education & Outreach	220
Specialized & Adaptive Programs	124
Teen Activities & Outreach	197
Youth Camps	1,707
Youth Classes & Programs: Advanced & Competitive	20
Youth Classes and Programs: Beginning & Intermediate	1,243
Youth Sports Leagues	2,159
<b>Grand Total</b>	<b>6,244</b>

## 3.2 Program Analysis

The demographics report completed as part of the PenMet Parks Strategic Plan found the median age in the district was 48.4 years old in 2022, almost ten years older than in the State of Washington (38.9). Population age breakdown shows children up to 19 years old, making up 19.9% of the population. The most populous ten-year age group is those between 55 and 64 years old, making up 15.7% of the population. Additionally, the population has aged since 2010, with those 65- to 84-year-olds increasing by 7%.

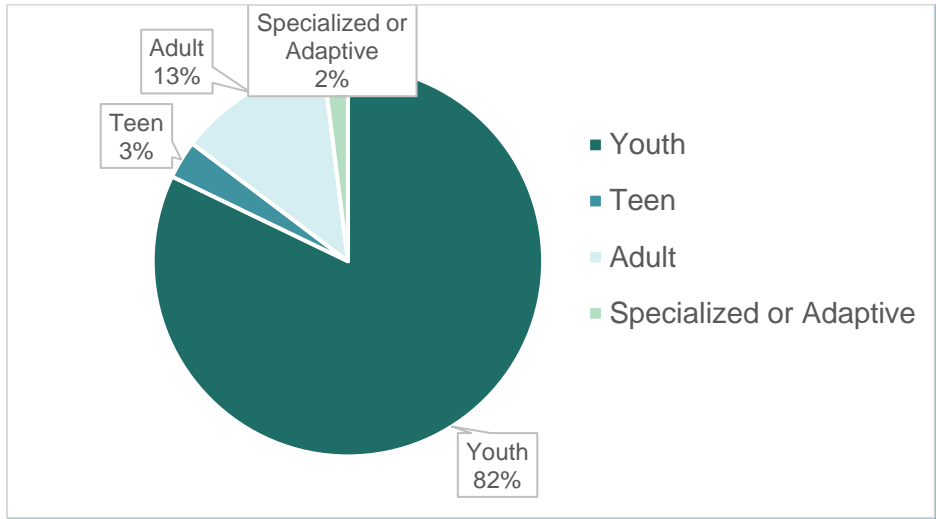
**Table 6: Age Distribution in PenMet Parks (2010 – 2027)**

Age Distribution	2010	2022	2027
0-4	4.53%	3.99%	3.94%
5-9	6.50%	4.97%	4.88%
10-14	7.72%	6.13%	5.63%
15-19	6.99%	6.42%	5.43%
20-24	3.97%	4.69%	4.31%
25-34	7.64%	8.90%	9.17%
35-44	13.27%	10.66%	11.25%
45-54	17.48%	13.81%	12.53%
55-64	16.69%	17.08%	15.66%
65-74	9.42%	14.88%	15.74%
75-84	4.29%	6.57%	10.42%
85+	1.88%	2.35%	2.95%

For the purposes of this study programs are sorted into four service groups:

- Youth
- Teen
- Adult
- Specialized or Adaptive Recreation

**Figure 4: Registration by Service Group**



While the community is primarily made up of adults (35 to 54 years) and active adults (55 to 74 years), an evaluation of participants by service group finds the primary focus of PenMet Parks programs to date is youth. Figure 4 provides the percentage of registration by service group. Eighty-two percent of those served by PenMet Parks programs in FY22 were youth aged 2 – 12.

The youth programs provided by PenMet Parks are first-class and in high demand. Many programs are at capacity, and participants are placed on a waiting list. Across 181 programs, over 1,500 youth were on a waiting list in FY22. PenMet Parks could increase its reach by 25% if it had the capacity to serve those on the waiting list.

An analysis of all 6,244 program registrations found 30% of registrants are non-residents or individuals who do not live within the boundaries of the PenMet Park district. Across the 181 programs that had waitlists, 33% of those registered were non-residents of the District.

**Table 7: Waitlist and Percent of Non-Residents Registrations**

Program Category	Total Served	Sum of Waitlist	% of Non-Residents Registrations
Youth Camps	1,707	817	30%
Youth Classes and Programs: Beginning & Intermediate	1,243	349	21%
Youth Sports Leagues	2,159	374	29%

### 3.3 Key Findings

Providing access to parks and recreational opportunities to all members of a community is a critical opportunity for enhancing social sustainability within a community. As a concerted part of this study, the District sought to conduct a data-driven analysis to determine if PenMet Parks' current service portfolio provides equitable access.

The first step is identifying any gaps in recreation services. Addressing gaps ensures that all community members have access to the many great benefits that PenMet Parks offers. This knowledge can be used to help minimize gaps in service by informing priority opportunities for programming.

The PenMet Parks program inventory and analysis found that most PenMet Parks programs are designed for youth. The District's demographics illustrate an opportunity to diversify the PenMet Parks service portfolio by increasing opportunities for adults and seniors.

Finally, the consistent waiting list and percentage of non-residents served warrant further investigation. PenMet Parks should consider strategies to help ensure residents of the District have priority access to programs.



## 4.0 Market and Gap Analysis

The next section of this report identifies alternative service providers to further understand other organizations and businesses that offer similar recreation-related programs and services. While not every alternative service provider is considered a competitor, other providers may impact the need or exclusion for a particular program or facility space. In January 2023, a comprehensive list of over 100 service locations in the peninsula region was collected, organized, and prepared in a pivot table for filtering and sorting. Then, the top nine categories were chosen as those that directly relate to programs and services provided by PenMet Parks.

- Fitness Centers/Gyms (21)
- Aquatic Centers/Facilities (5)
- Adult Sports and Enrichment (4)
- Youth Camps (12)
- Youth Sports (13 organizations at 20 locations)
- Youth Enrichment (8)
- Piers and Boat Launches (2 organizations at 13 locations)
- Golf Courses (2)
- Public Parks, Trails and Open Space (5 organizations at 29 locations)



The list of alternative service providers prepared for this study offers a snapshot in time. Service providers are continuously updating their offerings. The goal of the market analysis is to capture 90% of alternative service providers at the time of the study.



## 4.1 Fitness Centers/Gyms

There are 21 fitness centers or gyms within or near the District boundaries. Each facility has its unique layout, space, and equipment. Some facilities have specific areas that focus on a particular sport, like kickboxing or pilates; others have spas, pools, and more specialized amenities.

**Table 8: Area Fitness Providers**

Facility Name	Address	City
9Round Fitness	4793 Point Fosdick Drive NW, Suite 100	Gig Harbor
Anytime Fitness	5275 Olympic Dr NW	Gig Harbor
Better	3308 Uddenberg Lane	Gig Harbor
Bodystar Studios	3425 Vernhardson Street	Gig Harbor
CrossFit Gig Harbor	6515 43rd Avenue Court	Gig Harbor
Curves	3006 Judson Street	Gig Harbor
Edge Pilates Studio	5727 Baker Way NW	Gig Harbor
Galante Pilates Studio	3214 50th Street, Building D	Gig Harbor
Gateway Fitness	2618 Jahn Avenue NW Suite G1	Gig Harbor
Gig Harbor Senior Center	6509 38 <sup>th</sup> Avenue	Gig Harbor
Gig Harbor Strength and Fitness	2619 Jahn Avenue NW Bldg G	Gig Harbor
Hard Candy Pilates - Health Clubs	2703 Jahn Avenue NW	Gig Harbor
Innovative Fitness	4902 Point Fosdick Drive NW	Gig Harbor
Jazzercise	8205 86th Avenue NW	Gig Harbor
Key Peninsula Civic Center	17010 South Vaughn Road NW	Vaughn
Matwork MMA - Health Clubs	1617 Stone Dr NW Suite A	Gig Harbor

Facility Name	Address	City
Narrows CrossFit	2817 Jahn Ave NW Suite 1	Gig Harbor
Orangetheory Fitness	4935 Point Fosdick Dr F500	Gig Harbor
The Club at Gig Harbor	3201 Jahn Ave NW Suite 200	Gig Harbor
Waypoint Cross Fit	14610 Purdy Dr NW	Gig Harbor
YMCA	10550 Harbor Hill	Gig Harbor



Figure 5: Area Fitness Providers



## 4.2 Aquatic Facilities

Aquatic facilities identified in this study include indoor or outdoor pools in or near the District boundaries. Five area aquatic opportunities were identified. All locations provide a traditional rectangle-shaped pool. Most municipal or public pools have shifted away from the traditional rectangle shape and instead have moved to facilities that include zero-depth entry, play structures that include multiple levels, spray features, small to medium slides, and separate play areas segmented by age/ability. Only the Tom Taylor Family YMCA offers an option similar to this. An aquatics opportunity designed for play is not present in or near the District boundaries.

**Table 9: Area Aquatic Providers**

Facility Name	Address	City
Tom Taylor Family YMCA	10550 Harbor Hill Drive	Gig Harbor
Canterwood Golf Course and Country Club	12606 54 <sup>th</sup> Avenue NW	Gig Harbor
Peninsula High School Pool	14105 Purdy Drive NW	Gig Harbor
Gig Harbor High School Pool	5101 Rosedale Street NW	Gig Harbor
Beard Swim Co	4914 Point Fosdick Drive NW	Gig Harbor



Tom Taylor Family YMCA



Canterwood Golf Course and Country Club



Peninsula High School Pool



Gig Harbor High School Pool



Beard Swim Co

Figure 6: Area Aquatic Providers



### 4.3 Adult Sports and Enrichment

Sports and enrichment programs provide an opportunity for adults to experience new activities or further expand current knowledge and abilities. Beyond fitness facilities, there are minimal adult-directed programs in the area. There are four adult sports or enrichment providers within or near the District boundaries.

**Table 10: Area Adult Sports and Enrichment Providers**

Facility Name	Address	City
Gig Harbor Canoe and Kayak Racing Team	3589 Harborview Dr	Gig Harbor
Fox Island Community Recreation Association	690 9 <sup>th</sup> Street	Fox Island
Gig Harbor Senior Center	6509 38th Avenue	Gig Harbor
Tom Taylor Family YMCA	10550 Harbor Hill	Gig Harbor



Gig Harbor Canoe and Kayak Racing Team



Fox Island Community Recreation Association

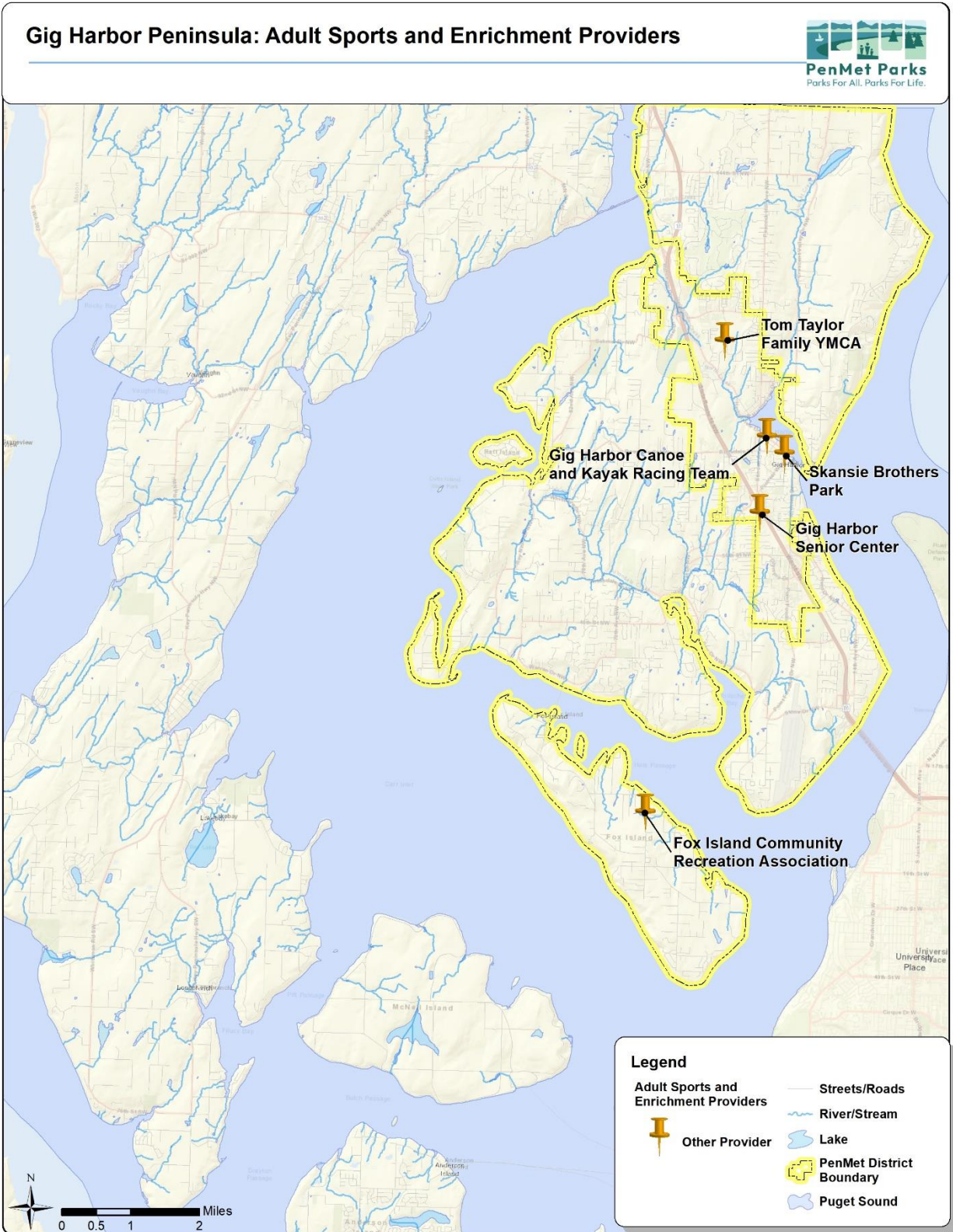


Gig Harbor Senior Center



Tom Taylor Family YMCA

Figure 7: Area Adult Sports and Enrichment Providers



## 4.4 Youth Camps

Parents rely on childcare to help them enter, re-enter, or remain in the workforce, but access to affordable, quality childcare is often a significant barrier for many. Youth camps happen when school is not in session throughout the year and are often seen as an alternative to daycare for working parents. There are 12 youth camp providers within or near the District boundaries.

**Table 11: Area Youth Camp Providers**

Facility Name	Address	City
AGA Northwest Gig Harbor	9672 Bujacich Rd	Gig Harbor
Camp Invention at Voyager Elementary School	5615 Kopachuck Drive NW	Gig Harbor
Gig Harbor Baseball and Sports	4125 124th Street NW	Gig Harbor
Gig Harbor Yacht Club	8209 Stinson Avenue	Gig Harbor
Curious by Nature	7190 Wagner Way	Gig Harbor
Junior Sailing	3417 White Cloud Avenue NW	Gig Harbor
Tom Taylor Family YMCA	10550 Harbor Hill	Gig Harbor
YMCA Camp Seymour	9725 Cramer Road NW	Gig Harbor
Miracle Ranch	15999 Sidney Rd SW	Port Orchard
Sound View Camp and Retreat Center	8515 Key Peninsula Hwy SW	Longbranch
Camp Colman	20016 Bay Rd SW	Longbranch
Camp Lake Helena	11606 Ranch Dr SW	Port Orchard



Figure 8: Area Youth Camp Providers



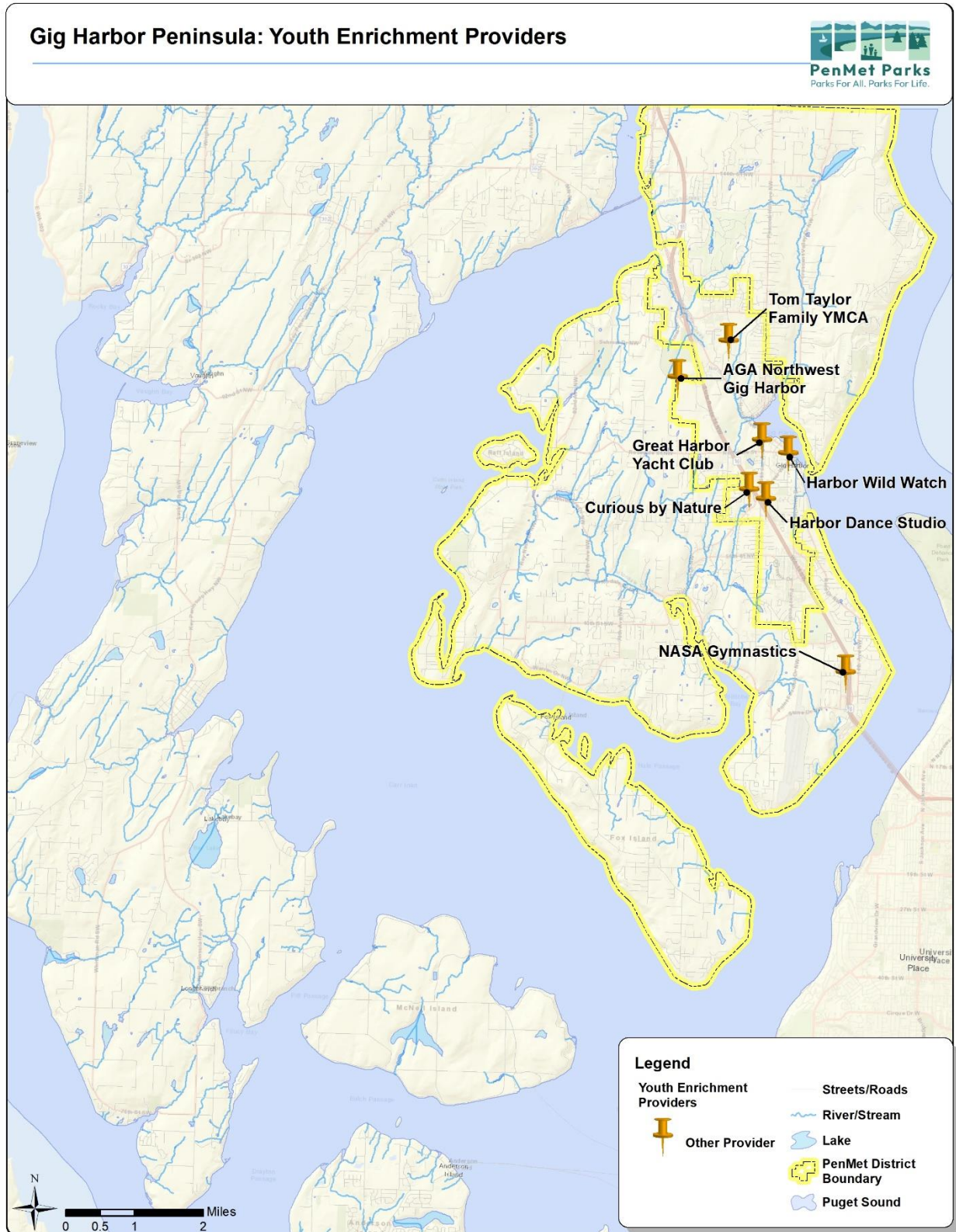
## 4.5 Youth Enrichment

General enrichment programs provide an opportunity for youth to experience new activities or further expand current knowledge and abilities. There are eight youth enrichment providers within or near the District boundaries.

**Table 12: Area Youth Enrichment Providers**

Facility Name	Address	City
AGA Northwest Gig Harbor	9671 Bujacich Rd	Gig Harbor
Great Harbor Yacht Club	8210 Stinson Avenue	Gig Harbor
Curious by Nature	7191 Wagner Way	Gig Harbor
Fox Island Community Recreation Association	690 9 <sup>th</sup> Avenue	Fox Island
Harbor Dance Studio	6820 Kimball Dr Ste E, Gig Harbor	Gig Harbor
NASA Gymnastics	2905 Jahn Ave NW Ste 11	Gig Harbor
Tom Taylor Family YMCA	10550 Harbor Hill	Gig Harbor
Harbor WildWatch	3207 Harborview Dr	Gig Harbor

Figure 9: Area Youth Enrichment Providers



## 4.6 Youth Sports

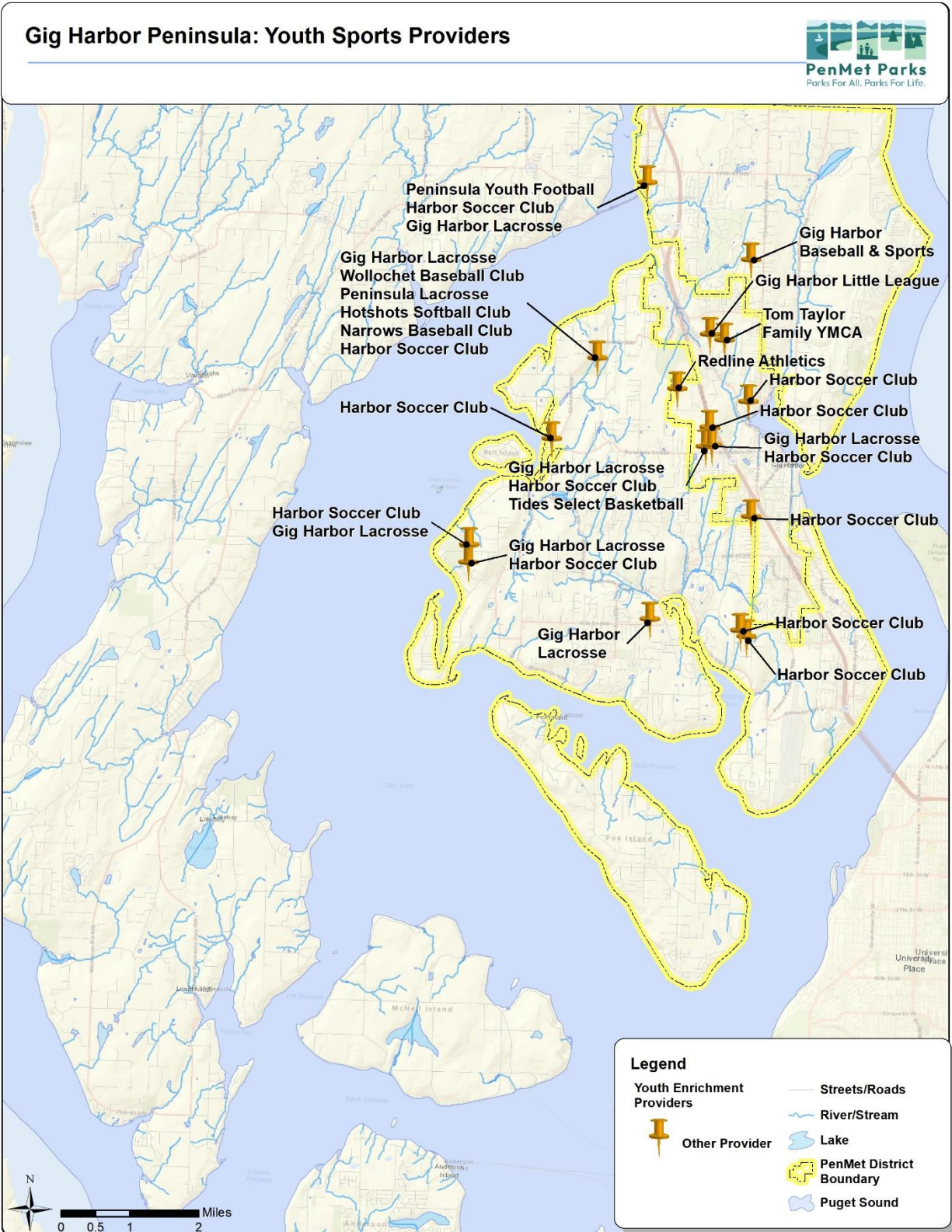
Organized youth sports can provide many benefits for children. Team sports help teach youth accountability, dedication, leadership, and other skills. Thirteen organizations provide youth sports opportunities at 20 locations within or near the District boundaries.

**Table 13: Area Youth Sports Providers**

Organization	Location	Address	City
Harbor Soccer Club	Sehmel Homestead Park	10123 78th Avenue NW	Gig Harbor
Harbor Soccer Club	Gig Harbor Little League Fields	10819 McCormick Creek Dr	Gig Harbor
Gig Harbor Little League	Gig Harbor Little League Fields	10819 McCormick Creek Dr	Gig Harbor
Gig Harbor Baseball and Sports Academy	Gig Harbor Baseball and Sports	4124 124th Street NW	Gig Harbor
Harbor Soccer Club	Voyager Elementary	5615 Kopachuck Drive NW	Gig Harbor
Shockwave Baseball	Sehmel Homestead Park	10123 78th Ave NW	Gig Harbor
YMCA	Tom Taylor Family YMCA	10550 Harbor Hill	Gig Harbor
Harbor Soccer Club	Discovery Elementary	4905 Rosedale Street	Gig Harbor
Harbor Soccer Club	Gig Harbor High School	5101 Rosedale Street	Gig Harbor
Harbor Soccer Club	Goodman Middle School	3701 38th Avenue NW	Gig Harbor
Harbor Soccer Club	Harbor Ridge Middle	9010 Prentice Ave	Gig Harbor
Harbor Soccer Club	Harbor Heights Elementary	4002 36th Street NW	Gig Harbor
Harbor Soccer Club	Kopachuck Middle School	10414 56th Street NW	Gig Harbor
Harbor Soccer Club	Minter Creek Elementary	8502 Skansie Ave	Gig Harbor
Harbor Soccer Club	Peninsula High School	14105 Purdy Drive	Gig Harbor

Organization	Location	Address	City
Harbor Soccer Club	Rosedale Park and Community Hall	8206 86th Avenue NW	Gig Harbor
Harbor Soccer Club	Tacoma Community College	3993 Hunt Street NW	Gig Harbor
Redline Athletics	Redline Athletics	9644 Bujacich Road	Gig Harbor
Tides Select Basketball	Gig Harbor High School	5101 Rosedale Street NW	Gig Harbor
Wollochet Baseball Club	Sehmel Homestead Park	10123 78th Ave NW	Gig Harbor
Peninsula Lacrosse	Sehmel Homestead Park	10123 78th Ave NW	Gig Harbor
Hotshots Softball Club	Sehmel Homestead Park	10123 78th Ave NW	Gig Harbor
Narrows Baseball Club	Sehmel Homestead Park	10123 78th Ave NW	Gig Harbor
Peninsula Youth Football	Peninsula High School	14105 Purdy Drive	Gig Harbor
Gig Harbor Lacrosse	Peninsula High School	14105 Purdy Drive	Gig Harbor
Gig Harbor Lacrosse	Kopachuck Middle School	10414 45th Street NW	Gig Harbor
Gig Harbor Lacrosse	Gig Harbor High School	5101 Rosedale Street	Gig Harbor
Gig Harbor Lacrosse	Voyager Elementary School	5615 Kopachuck Drive NW	Gig Harbor
Gig Harbor Lacrosse	Artondale Elementary School	6219 40 <sup>th</sup> Street NW	Gig Harbor
Gig Harbor Lacrosse	Discovery Elementary School	405 Rosedale Street NW	Gig Harbor

Figure 10: Area Youth Sports Providers



## 4.7 Public Parks, Trails, and Open Space

The City of Gig Harbor, Key Pen Parks, and Washington State Parks provide several public parks, trails, and open space properties within or near the District boundaries. These alternative providers maintain six open space properties, 20 parks, and three trails.

**Figure 11: Area Parks Trails and Open Space**

Type of Property	Organization	Facility Name	Address	City
Open Space	City of Gig Harbor	Adam Tallman Park	6811 Wagner Way	Gig Harbor
Open Space	City of Gig Harbor	Austin Park Estuary	4009 Harborview Drive	Gig Harbor
Open Space	City of Gig Harbor	Donkey Creek Park	8714 North Harborview Drive	Gig Harbor
Open Space	City of Gig Harbor	Grandview Forest Park	3488 Grandview Street	Gig Harbor
Open Space	Key Pen Parks	Rocky Creek Conservation Area	SR 302 at 150th Avenue	Lake Bay
Open Space	City of Gig Harbor	Wilkinson Farm Park	4118 Rosedale Street	Gig Harbor
Park	City of Gig Harbor	Ancich Waterfront Park	3525 Harborview Drive	Gig Harbor
Park	City of Gig Harbor	Bogue Viewing Platform	8763 North Harborview Drive	Gig Harbor
Park	City of Gig Harbor	Civic Center Green	3510 Grandview Street	Gig Harbor
Park	City of Gig Harbor	Crescent Creek Park	3303 Vernhardson Street	Gig Harbor
Park	Washington State Park	Cutts Island State Park	106 Ave CT NW	Gig Harbor
Park	City of Gig Harbor	Finholm View Climb	8826 North Harborview Drive	Gig Harbor
Park	Key Pen Parks	Gateway Park	10405 State Route 302	Gig Harbor
Park	Gig Harbor Little League	Gig Harbor Little League Fields	10819 McCormick Creek Dr	Gig Harbor

Type of Property	Organization	Facility Name	Address	City
Park	Key Pen Parks	Home Park	172280 8th Avenue Ct. KPN	Lakebay
Park	Washington State Park	Joemma Beach State Park	20001 Bay Road SW	Lakebay
Park	City of Gig Harbor	Kenneth Leo Marvin Veterans Memorial Park	3580 50th Street Court	Gig Harbor
Park	Washington State Park	Kopachuck State Park	10712 56th Street NW	Gig Harbor
Park	Key Pen Parks	Maple Hollow Park	4411 Van Beek Rd	Lakebay
Park	City of Gig Harbor	Old Ferry Landing	2700 Harborview Drive	Gig Harbor
Park	Washington State Park	Penrose Point State Park	321 158th Avenue SW	Lakebay
Park	Pierce County	Purdy Sandspit	Goodrich Drive and SR 302	Gig Harbor
Park	City of Gig Harbor	Shaw Park	4404 Borgen Blvd	Gig Harbor
Park	City of Gig Harbor	Skansie Brothers Park	3207 Harborview Drive	Gig Harbor
Park	Key Pen Parks	Taylor Bay	17916 76th Street	Longbranch
Park	Key Pen Parks	Volunteer Park	5514 Key Peninsula Highway N.	Lakebay
Trail	Key Pen Parks	360 Trails	10405 State Route 302	Gig Harbor
Trail	City of Gig Harbor	Cushman Trail	Borgen Boulevard, Hollycroft Street and Grandview Street	Gig Harbor
Trail	Key Pen Parks	Key Central Forest	10527 Wright Bliss Road KPN	Gig Harbor



Figure 12: Area Parks, Trails and Open Space



## 4.8 Water Access

The City of Gig Harbor and Pierce County provide several opportunities for water access near or within the District boundaries. These alternative providers maintain three piers and eight boat launch sites.

**Table 14: Area Fishing Piers and Boat Launches**

Organization	Facility Name	Address	City
City of Gig Harbor	Jerisich Dock	3211 Harborview Drive	Gig Harbor
City of Gig Harbor	Eddon Boat Park	3805 Harborview	Gig Harbor
City of Gig Harbor	Maritime Pier	2700 Harborview Drive	Gig Harbor
Pierce County	Point Fosdick	4302 Berg Drive NW	Gig Harbor
Pierce County	Wollochet Bay	37th and Northwest Street	Gig Harbor
Pierce County	Longbranch Boat Launch Ramp	72nd Street KPS near Long Branch	Lakebay
Pierce County	Lakebay Boat Launch Ramp	1922 A Street	Lakebay
Pierce County	Hall Road Boat Launch Ramp	17999 Hall Road	Vaughn
Pierce County	Horsehead Bay	10998 36th St NW	Gig Harbor
Pierce County	Randall Drive	Randall Dr NW	Gig Harbor
Pierce County	Wauna Spit	7239 WA-302	Gig Harbor

Figure 13: Area Fishing Piers and Boat Launches



## 4.9 Golf Courses

There are two golf courses within or near the District boundaries. There are also another 42 golf courses within 20 miles of the District, including 22 public, ten municipal, and eight private courses.

**Table 15: Area Golf Courses**

Facility Name	Address	City
Gig Harbor Golf Club	6909 Artondale Drive NW	Gig Harbor
Canterwood Golf Course	12606 54th Avenue NW	Gig Harbor

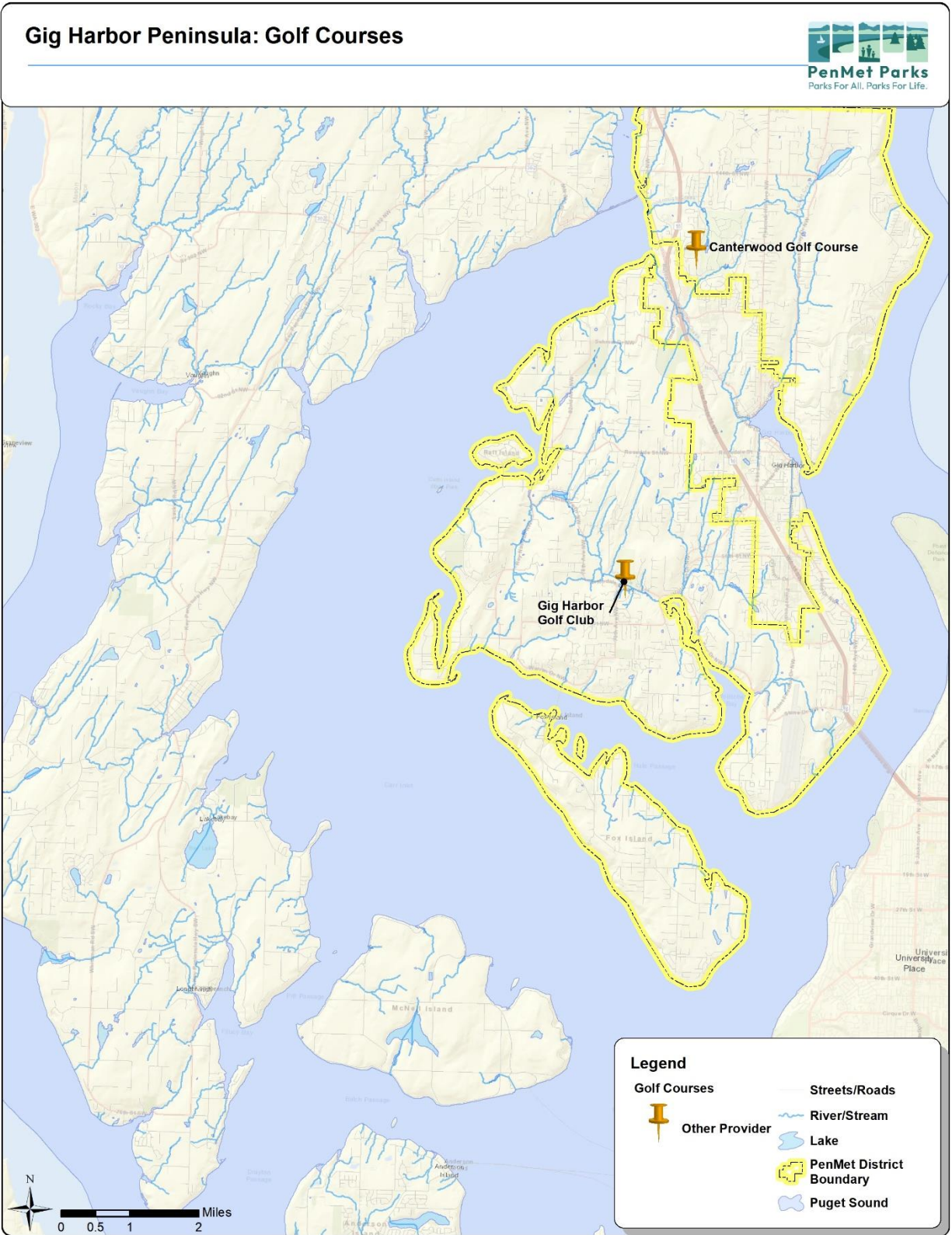


**Gig Harbor Golf Club**



**Canterwood Golf Course**

Figure 14: Area Golf Courses



## 4.10 Key Findings

There are over 60 different agencies, organizations, or businesses within or near the District boundaries that offer similar or relevant services to PenMet Parks. Analyzing the service area demonstrated that while there are many different types of providers within or near the District boundaries, considerable research did not indicate that the market was oversaturated or without opportunity. Limited passive or active recreation opportunities are available in the Purdy, Maplewood, Artondale, and Fox Island regions.

Awareness and understanding of trends and research findings can help an organization determine how best to build its service portfolio. This information can also help determine where to direct additional data collection efforts within an organization. The following summarizes regional and national trends and research findings relevant to the PenMet Parks service area.

- Forbes estimates that youth sports are a \$7 billion industry. Parents can spend upwards of 10% of their income on general, recreational sports for young athletes. When a child ages into travel teams, or “elite teams” as they are sometimes known, the costs skyrocket further. According to experts, a travel team can cost up to \$10,000 per season, depending on the sport and its associated fees, travel schedule, and the equipment required.
- The NRPA, Youth Sports at Park and Recreation Agencies study found 87% of park and recreation agencies offer team sports opportunities.
- A Pew Research Center survey found that 73% of adults consider themselves lifelong learners. Do-it-yourself project classes and programs that focus on becoming a more “well-rounded” person are popular.
- The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends. It ranks senior fitness programs ninth among the most popular fitness trends for 2021.
- The Harvard Business Review found 57% of working families in the U.S. spent more than \$10,000 on daycare annually. The expenditure on these services reached up to 20% of the household income for more than half of American families.
- According to Grand View Research, the U.S. childcare market size was valued at 60.4 billion in 2022 and is expected to expand at a compound annual growth rate of 4.18 % from 2023 to 2030. Families in the U.S. are willing to spend more on childcare services, indicating the high service demand in the U.S.
- According to the NRPA 2021 OST Report, 85% of U.S. adults say it is important for their local park and recreation agency to offer before-/after-school childcare and summer camps for youth.

- According to the National Library of Medicine, greenspace exposure corresponds with improved physical health, including decreased stress, blood pressure, heart rate, and risk of chronic disease (cancer, diabetes, cardiovascular heart disease).
- The Washington State Comprehensive Outdoor Recreation Plan (SCORP) regularly evaluates and assesses the state’s recreation and park needs. SCORP is Washington’s plan of outdoor recreation and conservation needs and priorities. The plan provides a common vision for public investments in outdoor recreation and public lands conservation. The SCORP is developed on a 5-year cycle. In 2017 and 2022, the State of Washington distributed an Assessment of Outdoor Recreation Demand Survey to support the development of the SCORP. The survey asked about participation in 88 outdoor recreation activities. Table 16 provides trends on the 14 activities most relevant to this study.

**Table 16: Trends from 2017 and 2022 Assessment of Outdoor Recreation Demand Survey**

Activity	2017	2022	% of Change
Picnic, BBQ, or Cookout	43%	59%	16%
Hanging Out	41%	60%	19%
Dog Park	16%	28%	12%
Yard Games (beanbag toss, horseshoes, etc.)	7%	32%	25%
Technology-based games	18%	13%	-5%
Drones, Gliders, or Model Aircraft	6%	11%	5%
Soccer	9%	13%	4%
Football	7%	9%	2%
Lacrosse	0%	6%	6%
Rugby	0%	5%	5%
Ultimate Frisbee	2%	8%	6%
Basketball	11%	13%	2%
Tennis	7%	12%	5%
Pickleball	2%	12%	10%

- The NRPA, 2021 Engagement with Parks Report found U.S. residents visit local park and recreation facilities an average 22 times a year, or nearly twice a month.

## 5.0 Resource Allocation and Cost Recovery

Resource allocation is how limited tax dollars and alternative funding sources are utilized. Cost recovery is the percentage of the annual operating budget cost that can be offset by funding other than General Fund taxpayer investment (whether derived from property, sales, or other sources).

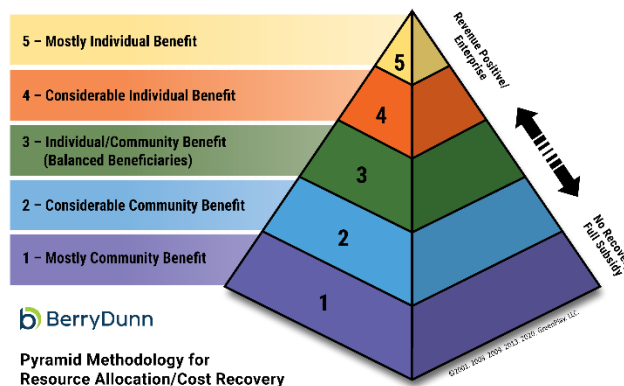
Parks and recreation services provide economic, environmental, and social benefits to the community. Tax dollars support these “core services.” Beyond those benefits realized by all residents, the District can also provide specific activities and services that benefit individuals. There are inadequate tax dollars to completely support this level of activity, and it is appropriate and common to charge at least minimally for these services.

For example, if an individual takes a swimming lesson or participates in a senior trip, there are certain levels of skill-building, social engagement, or entertainment that a person receives. However, it can still be argued that there is a benefit to the community as a whole by teaching people water safety and through the social capital and health gained by keeping seniors active and in touch. This warrants covering at least a portion of the cost of a program or activity through tax dollars. Other opportunities, such as the rental of a space for a private party, may warrant a fee to cover the entire cost of providing that service.

Taxes should support “core services,” whereas fees and charges are appropriate for activities and services benefiting the individual partaking in the service. Although fee adjustments are possible, the goal is not to simply generate new revenues through fees but to help ensure a sustainable system in the future by using tax revenues and fees in the most appropriate ways. These are also supplemented where possible by grants, sponsorships, partnerships, and other sources of alternative revenues.

### 5.1 The Pyramid Methodology

The Pyramid Methodology used in this study is built on a foundation of understanding who is benefiting from park and recreation services to determine how the costs for service should be funded. The model illustrates a pricing philosophy for establishing fees commensurate with a target cost recovery level based on the benefit received.





Descriptions regarding each level of the pyramid are provided in Appendix A; however, the model is intended as a discussion point and is very dependent on agency philosophies to determine what programs and services belong on each level. Cultural, regional, geographical, and resource differences play a role in this determination. The resulting pyramid is unique to each agency that applies this methodology. The application of the Pyramid Methodology begins with the mission of PenMet Parks but must also address other considerations:

- Who benefits from the service - the community in general or only the individual or group receiving the service?
- Does the individual or group receiving the service generate the need (and therefore the cost) of providing the service?
- Will imposing the full cost fee pose a hardship on specific users?
- Will the level of the fee affect the demand for the service?
- Are there competing providers of the service in the public or private sector?

Mission and vision represent principles that create a philosophical framework to serve as the foundation for organizational decisions and processes. They also help determine those community conditions the District wishes to impact, often guiding difficult management decisions, substantiating them, and making them justifiable and defensible.

## 5.2 Study Approach

The resource allocation portion of the study commenced in September 2022 and concluded with final recommendations in March 2023. A project team comprised of staff from the District was established to review practices and existing policies, become familiar with the Pyramid Methodology, and work with the public to understand its values.



PenMet Parks staff members attended an initial orientation and training workshop in September 2022. This was followed by additional workshops, where staff identified key themes by reviewing existing policies, guidelines, and practices, becoming familiar with the Pyramid Methodology, and examining cost recovery practices. Staff defined categories of programs and services, participated in sorting workshops to place categories of services on appropriate pyramid tiers, hosted community workshops, and tackled the challenges of identifying measurable costs associated with providing programs and services.

The execution of the model is broken down into the following steps:

- Step 1: Building on PenMet Parks' mission and vision
- Step 2: Understanding the Pyramid Methodology and the benefits filter
- Step 3: Developing PenMet Parks' Categories of Service
- Step 4: Sorting the Categories of Service onto the pyramid
- Step 5: Defining direct and indirect costs
- Step 6: Determining cost recovery levels
- Step 7: Establishing cost recovery goals
- Step 8: Understanding and preparing for influential factors
- Step 9: Implementation
- Step 10: Evaluation

A detailed description of each step is provided in Appendix A.



## Category of Service Development

Prior to sorting each program and service onto the pyramid, the project team took on the rigorous task of reviewing, analyzing, and sifting through many individual programs and services in an effort to develop PenMet Parks' categories of services, including definitions and examples. This was accomplished by "narrowing down" facilities, programs, and services and placing them in categories (groups of like or similar services) that best fit their descriptions allowed a reasonable number of items to be sorted into the pyramid tiers using the individual and community benefit filter. Twenty-six (26) categories were identified as listed below. The description and listing of programs and services within each category can be found in Appendix B.

- Concessions & Vending
- Equipment Rentals
- Private Lessons
- Tenant Leases
- Adult Classes & Programs: Advanced & Competitive
- Adult Sports Leagues
- Youth Classes & Programs: Advanced & Competitive
- Adult Classes: Beginning & Intermediate
- Family Programs
- Indoor Facility Rentals
- Sports Courts and Field Rentals
- Teen Activities & Outreach
- Youth Classes and Programs: Beginning & Intermediate
- Youth Specialty Camps
- Shelter Rentals
- Monitored Drop-in
- Senior Activities & Outreach
- Specialized & Adaptive Programs
- Youth Recreation Camps
- Youth Sports Leagues
- Community Events
- Parks, Trails, Open Space
- Public Education & Outreach

## Staff and Stakeholder Category Sorting

PenMet Parks hosted five workshops between November 26, 2022 and January 12, 2023 to gather input from staff and resident stakeholders. The charge to both was to sort the categories into suitable tiers of the pyramid model based on who they benefited (the benefits filter).



The effort was based on a community values-based conversation. During public workshops, 48 community members each dedicated 1.5 hours of their time. This approach, which provided 72 hours of meaningful volunteer deliberation, allowed staff to understand the values of the community and participants to better understand their fellow residents' perspectives.

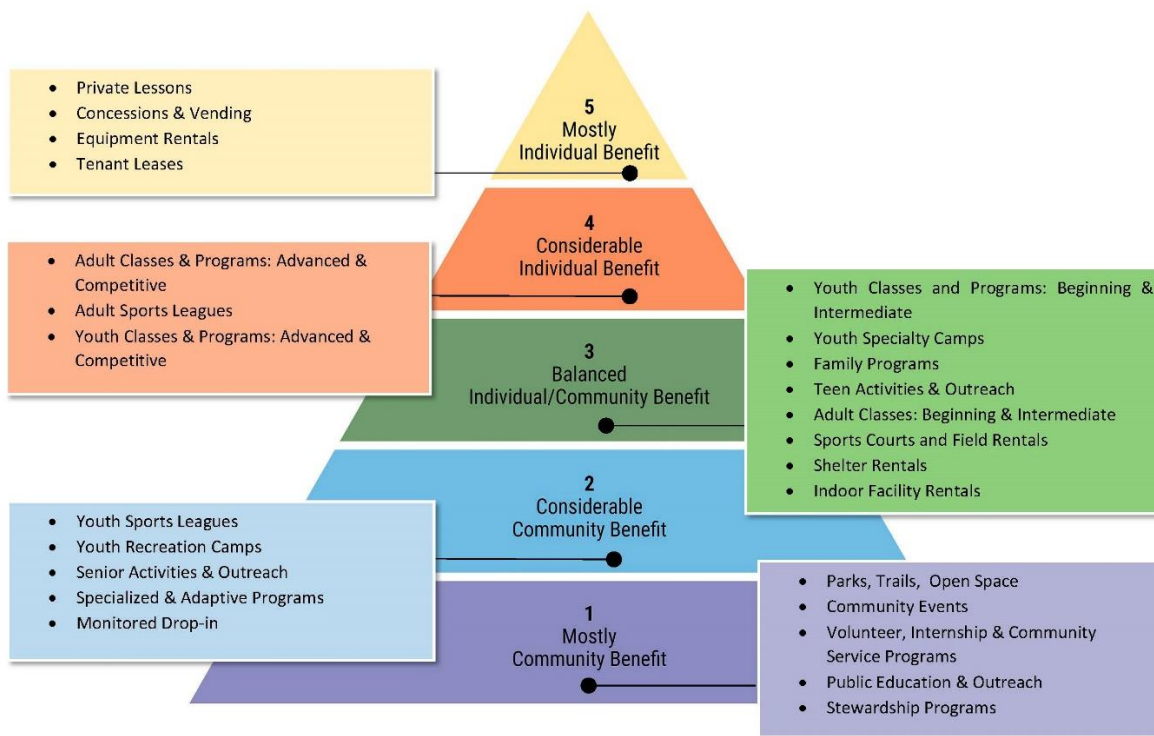
The sorting process was a challenging step led by objective and impartial facilitators to hear all viewpoints. The process generated discussion and debate as participants discovered what others had to say about serving the community regarding a variety of topics and priorities, such as special events, athletic fields, and rentals involving the general public, non-profit and for-profit entities, etc. It was important to push through the “what” to the “why” to find common ground.

By using feedback from the community to look at programs and services in this way, staff can set a program’s subsidy relative to the amount of community benefit a category of service provides. Programs and services considered to have a high community benefit will have a higher subsidy, while programs and services considered to have higher individual benefits will be recommended for a lower subsidy.

## Establishing a Consensus Pyramid

Using the pyramid framework, a consensus pyramid from the staff and public sorting process was created, with each category of service placed in the appropriate tier of the pyramid based on the benefits filter. By using feedback from the community to look at programs and services in this way, staff can set a program’s cost recovery goal relative to the amount of community benefit a category of service provides. Figure 15 represents PenMet Parks’ consensus pyramid. Programs and services considered to have higher individual benefits will be recommended to have a higher cost-recovery percentage.

Figure 15: PenMet Parks Consensus Pyramid



### Cost-of-Service Analysis

The cost of service was measured using FY22 data to provide a baseline for setting appropriate cost recovery targets. No measurement of cost recovery is possible without a clear definition of what is being counted as "cost." The definition of direct and indirect costs can vary from agency to agency. The most important aspect to understand is that all costs associated with running a program or providing a service are identified and consistently applied across the system.

- Direct cost includes all the specific, identifiable expenses (fixed and variable) associated with providing a service or program. These expenses would not exist without the program or service and often increase exponentially.
- Indirect costs are those costs that are not directly attributable to a program or service but are necessary to support the effort and are incurred for a common objective.

Revenue and expense data was compiled and associated with individual services in the system. For the study, only the direct cost associated with programs and services were evaluated. The specific direct cost counted includes the following:

- Recreation Coordinator salary and benefits (80%)

- Recreation Assistant salary and benefits (100%)
- Recreation Specialist salary and benefits (100%)
- Recreation Leader salary and benefits (100%)
- Contractual services for coaches, officials, instructors, security, etc.
- Program-specific licensing agreements like Motion Pictures, etc.
- Program-specific consumable equipment and supplies like ping pong balls, camp supplies, and art supplies provided by the instructor or agency
- Uniforms, tee shirts, awards for participants and staff
- Non-consumable equipment purchased only for the program that requires periodic, continual replacement or is necessary for the start of the program, like yoga mats, blocks, bouncy balls, basketballs, low free weights, racquets, and goggles
- Training specifically for the program or service
- Transportation costs such as mileage, parking, tolls, or rental of busses, etc.
- Field trip entry fees, tickets, admissions for participants and leaders/instructors
- Association fees related to specific activities
- Rental fees for facilities, spaces, janitors, chargebacks, etc. (facilities managed by other providers)
- Marketing/promotion/printing/distribution/fliers/etc. associated directly with programs

### 5.3 Findings and Recommended Cost Recovery Goals

After the data collection and analysis concluded, staff received the results of the cost-of-service analysis. This data included all costs to provide each service in the system and current cost recovery performance results. The current cost recovery by tier is shown in Table 17. The FY22 cost-of-service analysis provides a baseline to guide PenMet Parks in developing cost recovery goals.

**Table 17: FY22 Cost Recovery**

Pyramid Tier	Revenue	Revenue as % of System	Expense	Expense as % of System	FY22 Tier Aggregate
T5	\$ 0	0%	\$0	0%	N/A
T4	\$ 29,251	4%	\$25,333	3%	115%
T3	\$ 376,774	50%	\$380,157	40%	99%
T2	\$ 310,629	41%	\$409,049	43%	76%
T1	\$ 34,827	5%	\$113,860	12%	31%
<b>Total:</b>	<b>\$751,481</b>		<b>\$928,398</b>		<b>81%</b>

As the costing of services is a very revealing process, realistic and feasible targets have been recommended to align with the pyramid model and meet specific financial objectives for cost recovery. Recommended tier target ranges are shown in Table 18.

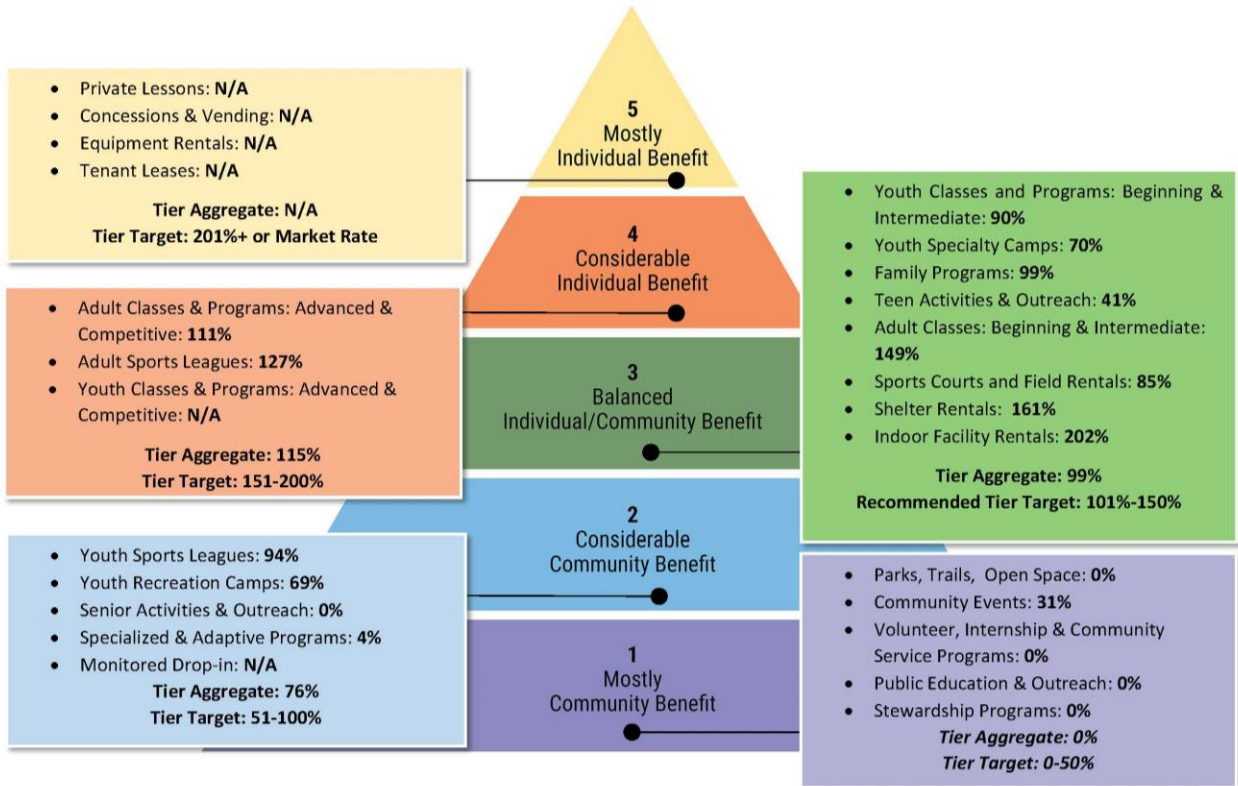
**Table 18: Cost Recovery Tier Targets**

Pyramid Tier	FY22 Tier Aggregate	Range Minimum	Range Maximum	Difference between Tier Aggregate and Range Minimum
T5	N/A	201+%	Market Rate	N/A
T4	115%	151%	200%	-36%
T3	99%	101%	150%	-2%
T2	76%	51%	100%	25%
T1	31%	0%	50%	0%

The tier aggregate is a measure of all categories on the tier. It is not intended that each category meets the tier target but that the aggregate is at or above the tier target range. Fee reductions are not a recommendation or an outcome of the study. Some categories perform above the recommended tier target; however, the tier aggregate is the focus. It is not uncommon for programs in the same tier to perform differently.

The PenMet Parks pyramid model with FY22 cost recovery by category of service is shown in Figure 16. Current cost recovery will be refined over the first year of implementation as steps are taken to more accurately account for revenues and expenditures by category of service.

**Figure 16: PenMet Parks Cost Recovery Pyramid Model**





## 5.4 Suggested Policy Language for Cost Recovery

PenMet Parks does not have a formal policy regarding cost recovery. The following policy language is suggested:

As a publicly financed park system, PenMet Parks provides a basic level of parks and recreation services for the public, funded by tax dollars. However, fees and charges and other methods to recover costs are considered a responsible and necessary means to supplement tax revenue.

Critical to the success of service delivery is affordability, fairness, and equity. It is the intent of this policy to ensure that the approach in the use of tax dollars as well as alternative forms of revenue will result in these qualities.

In establishing fees and charges, the District will determine the costs of providing services based on an identified and consistently applied methodology. The calculated cost will be used to measure current and projected cost recovery and to help establish appropriate cost recovery goals to support services. The appropriate level of cost recovery will be based on an assessment of who is benefiting from the service provided. If the benefit is to the community as a whole, it is appropriate to use taxpayer dollars to completely, or primarily fund the service. Examples of services that primarily provide community benefits are trails, play areas, parks, and community events. The cost recovery goals are used to establish and/or adjust fees to reach these goals.

As the benefit is increasingly offered to an individual or select group of individuals, it is appropriate to charge fees for the service at a decreasing level of subsidy and an increasing rate of cost recovery. Supervised or instructed programs, facilities, and equipment that visitors can use exclusively, as well as products and services that may be consumed, provide examples where fees are appropriate.

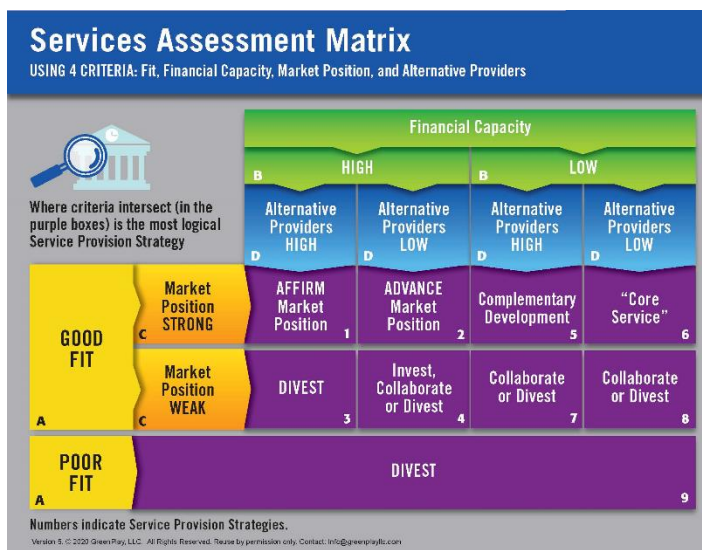
The District shall also consider available resources, public need, public acceptance, and the community economic climate when establishing fees and charges. In cases where certain programs and facilities are highly specialized by activity and design, and appeal to a select user group, the District shall additionally consider fees charged by alternative service providers or market rates.

The District may further subsidize services for persons with economic need or other targeted populations, as allowable, through tax-supported fee reductions, scholarships, grants, or other methods.

## 6.0 Public Sector Services Assessment

An assessment of public sector services is an intensive review of organizational services, including activities, facilities, and parkland assets that lead to developing an agency’s service portfolio. The process includes a location-specific analysis of each service for relevance to the organization’s mission and vision; the organization’s position in the community relative to the market; the quantity and quality of other similar service providers in the market area; and the economic viability of the service. Results indicate whether the service is “core to the organization’s mission and vision” and is therefore heavily, if not totally, reliant on the taxpayer investment to provide, or, for other services, it identifies recommended provision strategies that can include but are not limited to enhancement of service, reduction of service, collaboration, or advancing or affirming market position.

Based on the MacMillan Matrix for Competitive Analysis of Programs, the Services Assessment Matrix is an extraordinarily valuable tool adapted to help public agencies assess their services. The matrix is based on the assumption that duplication of existing comparable services (unnecessary competition) can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. The assessment tool challenges an agency to look at its services through a series of questions categorized in filters addressing fit, financial capacity, market strength, and alternative providers. The matrix helps organizations think about some very pragmatic questions.



- Is PenMet Parks the best or most appropriate organization to provide the service?
- Is market competition good for the community?
- Is PenMet Parks spreading its resources too thin without the capacity to sustain core services and the system in general?
- Are there opportunities to work with another organization to provide services more efficiently and responsibly?

## 6.1 Services Assessment Filters

The District created a Service Menu listing using the categories of service developed for the cost recovery portion of the study. Findings from the program inventory and analysis and market and gap analysis were used to answer a series of questions regarding fit, market position, financial capacity, and the presence of alternative coverage in the marketplace.

### Fit

Fit is the degree to which a service aligns with the agency's values and vision, reflecting the community's interests. If a service aligns with the agency's values and vision and contributes to the overall enhancement of the community, it is classified as a "good fit;" if not, the service is considered a "poor fit."

1. Does the service align with the agency's values and vision?
2. Does the service provide a community-wide return on investment (i.e., community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, and enhancement of property values)?

The answer to one or both questions must be yes to be a "good fit."

### Financial Capacity

Financial Capacity is the degree to which a service (including a program, customer experience, facility, or land asset is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective).

1. Does the service have the capacity to sustain itself (at least breakeven with direct costs) independent of the General Fund or taxpayer subsidy/support?
2. Can the service reasonably generate (or could it in the future) at least 50% of the direct costs to provide the service from fees and charges?
3. Can the service reasonably generate (or could it in the future) excess revenues over direct expenditures through the assessment of fees and charges?
4. Are there consistent and stable alternative funding sources right now, such as donations, sponsorships, grants, and/or volunteer contributions for this service?
5. Can the service reasonably generate (or could it in the future) at least 25% (of the direct costs of service from alternative funding sources)?
6. Is there a demand for this service from a significant or large portion of the service's target market?
7. Can the user self-direct or operate/maintain the service without agency support? For example, you are merely the convener or facilitator or the renter of the space to the user; they provide the ultimate experience.

The answer to the majority of these questions must be yes to be economically viable or have a high financial capacity.

### Market Position

Market Position is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency's effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a "strong market position" unless it has some clear basis for declaring superiority over other providers in that service category.

1. Does the agency have the adequate resources necessary to effectively operate and maintain the service?
2. Is the service provided at a convenient or good location in relation to the target market?
3. Does the agency have a superior track record of quality service delivery?
4. Does the agency currently own a large share of the target market currently served?
5. Is the agency currently gaining momentum or growing its customer base in relation to other providers? For example, "Is there a consistent waiting list for the service?"
6. Can you clearly define the community, individual, environmental, and/or economic benefits realized as a result of the service?
7. Does agency staff have superior technical skills needed for quality service delivery?
8. Does the agency have the ability (even if not currently employed) to conduct necessary research, pre- and post-participation assessments, and/or properly monitor and evaluate service performance, therefore, justifying the agency's continued provision of the service? For example, benchmarking performance or the impact on community issues, values, or vision.
9. Are marketing efforts and resources effective in reaching and engaging the target market?

The answer to the majority of these questions must be yes to be in a "strong market position."

### Alternative Coverage

Alternative Coverage is the extent to which like or similar services are provided in the service area to meet customer demand and need.

1. Are there other large or possibly several small agencies producing or providing comparable services in the same region or service area?

If yes, alternative coverage should be classified as "high." If no, alternative coverage is classified as "low."

## 6.2 Service Assessment Provision Strategies Defined

Services provision strategies are intended to direct and advance PenMet Park’s service portfolio.

**Affirm Market Position:** a number of (or one significant) alternative provider(s) exists; the service has the financial capacity, and the agency is in a strong market position to provide the service. Includes efforts to capture more of the market and investigate the merits of competitive pricing strategies. This includes an investment of resources to realize a financial return on investment. Typically, these services can generate excess revenue over expenses.

**Advance Market Position:** a small number or no alternative providers exist to provide the service; the service has the financial capacity, and the agency is in a strong market position to provide the service. This includes efforts to capture more of the market, investigate the merits of market pricing, and improve outreach efforts. Also, this service may be an excess revenue generator by increasing volume.

**Divestment:** the service does not fit with the agency’s values and vision, and/or the agency has determined it is in a weak market position with little or no opportunity to strengthen it. Further, the agency deems the service to be contrary to the agency’s interest in the responsible use of resources.

**Investment:** the service is a good fit with values and vision, and an opportunity exists to strengthen the agency’s current weak market position.

**Complementary Development:** the service is a good fit, several or one significant alternative provider(s) exist, and the agency is in a strong market position, yet it does not have the financial capacity of the agency. Complementary Development encourages planning efforts and sharing of responsibility that leads to mutually compatible service development rather than duplication, broadening the reach of all providers.

**Collaboration:** the service can be enhanced or improved through the Development of a collaborative effort, as the agency’s current market position is weak.

**Collaborations:** with other service providers (internal or external) to minimize or eliminate duplication of services while most responsibly utilizing agency resources.

**Core Service:** these services fit with the agency’s values and vision; there are few, if any, alternative providers, yet the agency is in a strong market position to provide the service. These services are core to satisfy the agency’s values and vision, typically benefiting all community members or are seen as essential. However, the agency does not have the financial capacity to sustain the service outside of General Fund support, and the service is deemed not economically viable.

## 6.3 Findings and Recommended Service Provision Strategies

The outcomes of the Public Sector Services Assessment questions led to the determination of recommended service provision strategies for each service category. The outcomes by service category and Services Assessment filter are provided in Appendix C.

### Core Services

Core services satisfying the District’s mission and vision typically benefit all community members or are essential to under-served populations. There are few, if any, alternative providers, and PenMet Parks is in a strong market position to provide the service. However, there is no financial capacity to sustain the service outside of taxpayer support. Continual evaluation for efficiencies and effectiveness in providing these services is paramount. PenMet Parks’ core service categories include the following:

- Senior Activities & Outreach
- Parks, Trails, Open Space
- Public Education & Outreach
- Stewardship Programs
- Volunteer, Internship & Community Service Programs

### Affirm Market Position

The Services Assessment identified services in which several or one significant alternative provider(s) exist. Yet, the service has the financial capacity, and the District is in a strong market position to provide it to customers or the community. Affirming market position includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes an investment of resources to realize a financial return on investment. Typically, these services can generate excess revenue. Niche positioning and messaging are often used as market strategy. PenMet Parks should affirm the market position for the following service categories:

- Equipment Rentals
- Private Lessons
- Tenant Leases
- Youth Classes & Programs: Advanced & Competitive
- Youth Sports Leagues

### Advance Market Position

The Services Assessment identified services in which a few or no alternative providers exist to provide the service, the service has the financial capacity, and the District is in a strong market position to provide the service. Primarily since there are fewer, if any, alternative providers, the advancing market position of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service may be an excess revenue generator by increasing volume

(particularly to fill current capacity). PenMet Parks should capitalize on its strong market position for these services by increasing offerings as demand dictates for the following service categories:

- Concessions & Vending
- Adult Classes & Programs: Advanced & Competitive
- Adult Sports Leagues
- Adult Classes: Beginning & Intermediate
- Family Programs
- Indoor Facility Rentals
- Sports Courts and Field Rentals
- Teen Activities & Outreach
- Youth Classes and Programs: Beginning & Intermediate
- Youth Specialty Camps
- Shelter Rentals
- Monitored Drop-in
- Specialized & Adaptive Programs
- Youth Recreation Camps
- Community Events

### Complementary Development, Collaboration, Investment or Divestment

The Public Sector Services Assessment process did not identify service categories aligned with four provision strategies. As PenMet Parks grows its service portfolio, the following service provisions may come into play.

- **Complementary Development:** Complementary development encourages planning efforts avoiding duplication yet broadening the reach of all providers.
- **Collaboration:** Collaborative efforts, or partnerships, with other service providers (internal or external) minimizing or eliminating duplication of services while most responsibly utilizing District resources.
- **Investment:** Investment may be in order if an opportunity exists to strengthen a weak market position.
- **Divestment:** Divestment may be in order if collaboration or investment is not available or successful. This can occur by discontinuing a service or transferring it to another entity.

## 7.0 Plan for Action

As a result of this study and impending results, the District will begin implementing strategies and aligning resource allocation with newly developed objectives. These efforts are intended to set direction and guide resource allocation and service provisions while creating service sustainability for the organization. The plan is organized into three focus areas:

- Program and Service Delivery
- Resource Allocation and Cost Recovery
- Services Assessment

There are 23 objectives within the study; each has been developed specifically to address issues and opportunities identified to advance the study's three focus areas. The time frame for completion of the objectives is organized according to three categories, as follows:

- On-going
- Short-term: Initiated during 2023 or 2024 and completed by December 2024
- Medium-term: Initiated during 2025 or 2026 and completed by December 2026
- Long-term: Initiated in 2027 and completed by 2027 or after





## 7.1 Focus Area One: Program and Service Delivery

As a focused part of the study, the District sought to conduct a data-driven analysis to identify best practices, evaluate its service portfolio, and determine service gaps. The process included an inventory of services and programs provided by PenMet Parks, a review of comparable agencies, and a market study. This process has identified policies and operational practices to improve the overall organizational effectiveness of the District.

**Table 19: Focus Area One: Program and Service Delivery Objectives**

Objective		Time frame
1.1	Develop a comprehensive Pricing Policy to guide the development of a fair and consistent fee schedule. The Pricing Policy should include criteria for accessing a non-resident surcharge and guidelines for priority registration.	Short-term
1.2	Expand recreational opportunities to new locations to fill gaps in service. Investigate possibilities for Purdy, Maplewood, Artondale, and Fox Island.	Mid-term
1.3	Diversify the District service portfolio by increasing opportunities for adults and seniors.	Mid-term
1.4	Continue to evaluate the current scope of youth programming. Determine if adjusting the size or increasing the number of youth camps will better serve the community by supporting summer daycare needs.	Short-term
1.5	Maintain awareness and understanding of industry trends and research findings to influence the growth and development of the District service portfolio.	On-going
1.6	Conduct a life cycle analysis to determine if the District should develop new and more innovative programs, preposition programs that are in the decline stage, or continue with a current balance of life cycle states.	Short-term
1.7	Develop an evaluation mechanism that measures the correlation between participation and revenue.	Short-term
1.8	Using the Sports and Leisure Market Potential Report, created by ESRI, evaluate the adult sports market potential in the region.	Short-term

## 7.2 Focus Area Two: Resource Allocation and Cost Recovery

Resource allocation and cost recovery objectives intend to set direction to achieve cost recovery goals. This will allow the District to maximize revenue generation where appropriate and to shift taxpayer investment/subsidy to those areas more foundational on the pyramid.

This study examined all programs and services from a cost recovery perspective. Knowing the current status allows the setting of specific performance measures for the future.

The first year of implementation will continue to be a learning year as more data is generated and analyzed. It is likely that some adjustments will be made during or at the end of year one, including:

- Further clarification or addition of categories
- Possible movement of a category to a more appropriate tier
- Possible movement of a program or service to a different category
- Reassignment of costs or recalculation of cost recovery levels

Adjusting fees is only one mechanism for meeting target cost recovery levels. Others include using alternative funding sources (sponsorships, scholarships, donations, grants, etc.) and creating cost efficiencies. The pyramid model has allowed the aligning of service benefits with the form of revenue best suited to support the service.



**Table 20: Focus Area Two: Resource Allocation and Cost Recovery Objectives**

Objective		Time frame																		
2.1	Seek Board of Commissioners approval of the suggested cost recovery policy found in section 5.4.	Short-term																		
2.2	<p>Recognize the PenMet Parks Consensus Pyramid (Figure 16) as the fundamental component of the PenMet Parks cost recovery philosophy. Based on direct costs from FY22, the following cost recovery goals are recommended:</p> <table border="1"> <thead> <tr> <th>Tier</th> <th>Range Minimum</th> <th>Range Maximum</th> </tr> </thead> <tbody> <tr> <td>Tier 5</td> <td>201+%</td> <td>Market Rate</td> </tr> <tr> <td>Tier 4</td> <td>151%</td> <td>200%</td> </tr> <tr> <td>Tier 3</td> <td>101%</td> <td>150%</td> </tr> <tr> <td>Tier 2</td> <td>51%</td> <td>100%</td> </tr> <tr> <td>Tier 1</td> <td>0%</td> <td>50%</td> </tr> </tbody> </table>	Tier	Range Minimum	Range Maximum	Tier 5	201+%	Market Rate	Tier 4	151%	200%	Tier 3	101%	150%	Tier 2	51%	100%	Tier 1	0%	50%	Short-term
Tier	Range Minimum	Range Maximum																		
Tier 5	201+%	Market Rate																		
Tier 4	151%	200%																		
Tier 3	101%	150%																		
Tier 2	51%	100%																		
Tier 1	0%	50%																		
2.3	Review existing policy and procedure to help assure full integration with the approved cost recovery policy.	Short-term																		
2.4	Refine the tracking of expenses for programs and services.	Short-term																		
2.5	Use the cost recovery philosophy, model, and policy as a District training tool and incorporate specific recommendations into annual staff work plans as appropriate.	On-going																		
2.6	Adjust fees to reflect the District’s cost recovery targets, being sensitive to fee tolerance, and implement over time as necessary.	Mid-term																		
2.7	Set initial pricing for programs and services at a fee level considering cost recovery targets, market rates, and willingness to pay.	On-going																		
2.8	Review all fees for annual adjustments to keep up with the increasing cost of providing the service.	On-going																		
2.9	Continue to review internal management practices to identify cost savings. Expenses may be minimized through avenues such as restructuring of programs, management efficiencies, and partnering.	Short-term																		

2.10	Engage staff in budget development and discussion of annual revenue goals.	Short-term
2.11	Explore alternative funding sources that strategically align with the District's vision, including potential partnerships.	Long-term
2.12	Tier 5 represents activities determined to provide a high level of individual benefit. These programs are the least related to the fundamental purpose of the District. For this reason, categories on tier 5 should not be subsidized. The pricing for future programs in tier 5 categories should be set at a level that helps ensure a tier aggregate of 201% cost recovery.	Mid-term
2.13	Tier 4 represents activities with a considerable individual benefit which should not be reliant on tax resources to support them. Modify program delivery to increase tier 4 aggregate cost recovery to a minimum of 151% by 2027. Strategies may include restructuring the offering, decreasing expenses, and/or increasing fees.	Mid-term
2.14	Tier 3 represents activities that provide a balanced benefit. Tier 3 is a large tier with various programs and services and a large capacity for volume. Within each service category, some areas suggest a closer look at program structure, consistency, and refinement of the cost accounting. Review the structure of programs in all categories on tier 3 to reach a tier aggregate of 101% cost recovery by 2027.	Mid-term

### 7.3 Focus Area Three: Services Assessment

The Public Sector Services Assessment provided an intensive review of organizational services, the development of a service portfolio, and the identification of service provision strategies. The assessment included an analysis of each service’s relevance, vision, and mission; market position; other service providers in the area, including quantity and quality of provider; and the economic viability of the service.

**Table 20: Focus Area: Three Services Assessment Objectives**

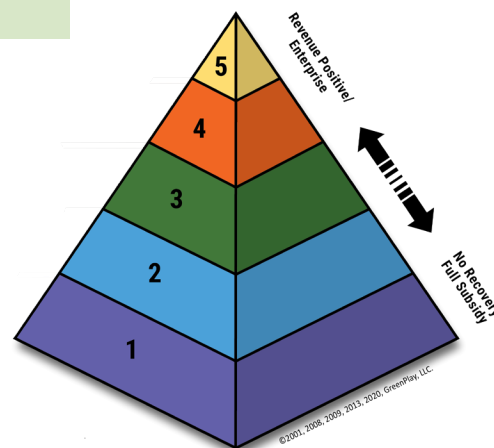
	Objective	Time frame
3.1	Pursue service provision strategies identified in 6.3 to advance existing service categories.	Mid-term
3.2	Use the Public Sector Services Assessment as the foundation for evaluating service categories. Update the PenMet Parks Service Portfolio annually.	Mid-term
3.3	Monitor fill rates, program lifecycles, and cost recovery goals annually. Manage program lifecycles by monitoring registration, fill rates, and cost recovery goals on an ongoing basis. Use Services Assessment provision strategies for underperforming programs.	On-going



# Appendix A: The Pyramid Methodology

The BerryDunn Pyramid Methodology, used in the development of the Subsidy and Resource Allocation Model, is built on a foundation of understanding *who* is benefiting from park and recreation services to determine *how* the costs for service should be paid.

The Model illustrates a pricing philosophy based on establishing fees commensurate with the benefit received. Descriptions regarding each level of the pyramid are provided; however, the model is intended as a discussion point and is very dependent on agency philosophies to determine what programs and services belong on each level. Cultural, regional, geographical, and resource differences play a large role in this determination. The resulting pyramid is unique to each agency that applies this methodology.



Application of the pyramid methodology begins with the mission of the organization, but must also address other considerations:

- Who benefits from the service - the community in general, or only the individual or group receiving the service?
- Does the individual or group receiving the service generate the need (and therefore the cost) of providing the service?
- Will imposing the full cost fee pose a hardship on specific users? (The ability to pay is different than the benefit and value of a program, activity, or service, and therefore, should be dealt with during the implementation phase of pricing and marketing.)
- Do community values support taxpayer investment for the cost of service for individuals with special needs (for example, people with disabilities or low-income)?
- Will the level of the fee affect the demand for the service?
- Is it possible and desirable to manage demand for a service by changing the level of the fee?
- Are there competing providers of the service in the public or private sector?

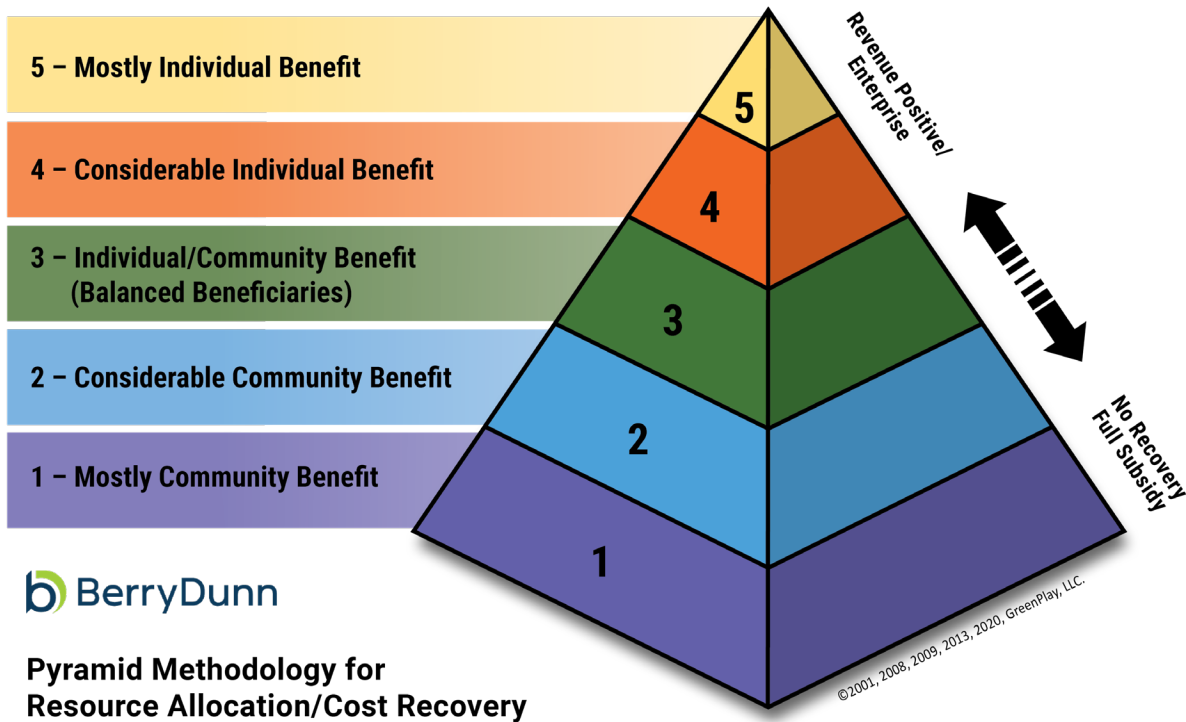
The application of the model is broken down into the following steps:

- Step 10:** Evaluation
- Step 9:** Implementation
- Step 8:** Understanding and preparing for influential factors and considerations
- Step 7:** Establishing tax investment goals/subsidy level targets
- Step 6:** Determining (or confirming) current tax investment/cost
- Step 5:** Defining Direct and Indirect Costs
- Step 4:** Sorting the Categories of Service onto the Pyramid
- Step 3:** Developing the organization's Categories of Service
- Step 2:** Understanding the Pyramid Methodology, the benefits filter, and secondary filters
- Step 1:** Building on your organization's values, vision, and mission

## Step 1: Building on Your Organization’s Values, Vision, and Mission

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory board members, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The financial resource allocation philosophy and policy is built upon a very logical foundation based upon the theory that those who benefit from parks and recreation services ultimately pay for them.

Envision a pyramid sectioned horizontally into five levels:



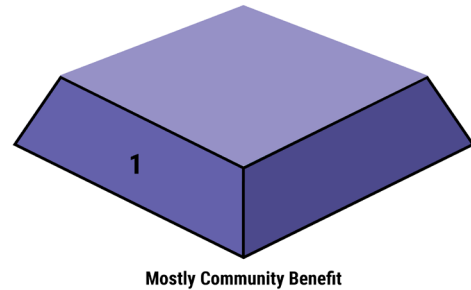
## Step 2: Understanding the Pyramid Methodology and Filters

The philosophy and policy are key components to maintaining an agency’s financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

The principle of the Pyramid is the **Benefits Filter**. The base level of the pyramid represents the core services of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. The foundation and upward progression are intended to represent public parks and recreation’s core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings.

### MOSTLY COMMUNITY Benefit

Level One is the foundation of the pyramid and therefore the largest, and encompasses those services, including programs and facilities, that **MOSTLY** benefit the **COMMUNITY** as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support and they are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency’s tax support funds this level.

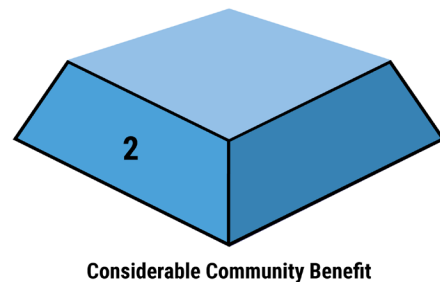


*Examples of these services could include: the existence of the community parks and recreation system (park maintenance), the ability to visit facilities on an informal basis, park and facility planning and design.*

**NOTE: All examples given are generic – individual agencies vary in their determination of which services belong on which level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.**

### CONSIDERABLE COMMUNITY Benefit

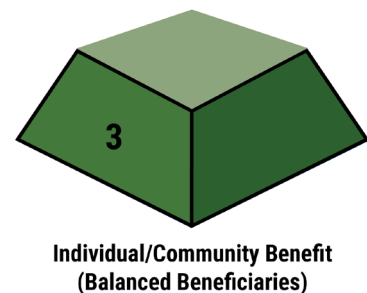
Level Two represents services that promote community and individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax investment to account for **CONSIDERABLE COMMUNITY** benefit and participant fees to account for the Individual benefit received from the service.



*Examples of these services could include: staffed facility and park use, therapeutic recreation programs and services, senior services, etc.*

### BALANCED INDIVIDUAL/COMMUNITY Benefit

Level Three represents services promoting individual physical and mental well-being and providing an intermediate level of skill development. There is a more balanced **INDIVIDUAL** and **COMMUNITY** benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services falling within lower Pyramid levels.



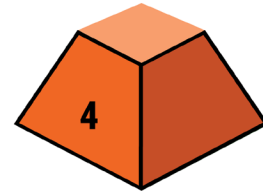
*Examples of these services could include: summer recreational day camp, youth sports leagues, summer swim team, etc.*



### CONSIDERABLE INDIVIDUAL Benefit

Level Four represents specialized services geared toward individuals and specific groups, and services that may have a competitive focus. These are not highly subsidized and may be priced to recover full cost, including all direct expenses.

*Examples of these services could include: Trips, advanced level classes, competitive leagues, etc.*



Considerable Individual Benefit

### MOSTLY INDIVIDUAL Benefit

At the top of the Pyramid, Level Five represents services that have potential to generate revenues above costs, may be in the same market space as the private sector, or may fall outside the primary mission of the agency. In this level, services should not be supported by subsidy, should be priced to recover full cost, and may generate revenue in excess of cost.

*Examples of these activities could include: Private lessons, company picnic rentals, other facility rentals for weddings or other services, concessions and merchandise for resale, restaurant services, etc.*



Mostly Individual Benefit

### Step 3: Developing the Organization’s Categories of Service

Prior to sorting programs and services onto the Pyramid, each must be reviewed, analyzed, and sifted through to create the agency’s Categories of Services, including definitions and examples. “Narrowing down” facilities, programs, and services and placing them in categories (groups of like or similar service) that best fit their descriptions, allows a reasonable number of items to be sorted onto the pyramid tiers using the Individual and Community Benefit filter. There is not a pre-determined number of categories, however, ultimately every program and service offered must fit within a category, so carefully naming, describing, distinguishing, and providing examples for each category is critical to a successful effort.



### Step 4: Sorting the Categories of Service onto the Pyramid



The sorting process is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, missions, and values of the organization. The process develops consensus and allows everyone to land on the same page. The effort must reflect the community and align with the mission of the agency.

The sorting process is a challenging step led by objective and impartial facilitators in order to hear all viewpoints. The process generates discussion and debate as participants discover what

others have to say about serving the community; about adults versus youth versus seniors; about advanced versus intermediate and beginning programs; about special events; athletic fields; and rentals involving the general public, non-profit and for-profit entities; etc. It is important to push through the “what” to the “why” to find common ground. There is also the consideration of additional filters (discussed in Step 8), which often hold a secondary significance in determining placement on the Cost Recovery Pyramid.

### Step 5: Defining Costs

The definition of direct and indirect costs can vary from agency to agency. The most important aspect is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include the specific, identifiable expenses associated with providing a service. These expenses would not exist without the service and may be fixed or variable costs. Indirect costs are costs shared among services. It is up to each agency to determine how best to allocate indirect costs, and the default is often the consequence of the agency’s accounting software’s ability to track and assign costs at the programmatic level.

### Step 6: Determining (or Confirming) Current Tax Investment/Subsidy Levels

The agency will confirm or determine current subsidy allocation levels by category of services based upon the definition of costs. Results of this step identify what it costs to provide services to the community, whether staff has the capacity or resources necessary to account for and track costs, whether accurate cost recovery levels can be identified, and whether cost centers or general ledger line items align with how the agency may want to track these costs in the future. Staff may not be cost accounting consistently, and these inconsistencies become apparent.

## Step 7: Establishing Cost Recovery/Tax Investment Targets

The steps thus far work to align who is benefiting from programs and services with the sources of funding used to pay for them. The tax investment is used in greater amounts at the bottom levels of the pyramid, reflecting the benefit to the community as a whole. As the pyramid is climbed, the percentage of tax investment decreases, and at the top levels, it may not be used at all, reflecting the individual benefit.

Targets take into account current subsidy levels. As costing of services and matching revenues is a very revealing process, realistic and feasible targets are recommended to align with the pyramid model and also to meet specific financial objectives for recovery of direct and indirect cost. These targets will be identified for each tier of the agency's Pyramid Model.

## Step 8: Understanding and Preparing for Influential Factors and Considerations



Inherent to sorting programs onto the Pyramid Model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors can aid in determining core services versus ancillary services. These may include participant commitment, trends, political issues, marketing, relative cost to provide the service (cost per participant), current economic conditions, and financial goals.

## Step 9: Implementation

The agency sets goals based upon its mission, stakeholder input, funding, and/or other criteria. Completion of steps 1-8 position the agency to illustrate and articulate where it has been and where it is heading from a financial perspective. Some recommendations are scheduled to occur immediately, and others will take time to put into place, while some will be implemented incrementally. It is important that fee change tolerance levels are considered.

## Step 10: Evaluation

This process is undertaken to articulate a philosophy, train staff on a best practice ongoing approach to subsidizing services in public parks and recreation, and enhance financial sustainability. Performance measures are established through subsidy level targets, specific recommendations are made for services found to be out of alignment, and evaluation of goal attainment is recommended to take place annually.

## Appendix B: PenMet Parks Categories of Service

Tier	Category	Definition	Examples
5	Concessions & Vending	Food and beverage conveyed to individuals for use or consumption. May be contracted or self-operated.	Concessions at Sehmel Homestead Park
5	Equipment Rentals	Various District-owned equipment available to renters for exclusive use.	Sports equipment, banquet chairs/tables, audio/video equipment, stage
5	Private Lessons	Lessons arranged for one to three students with a specific instructor and/or time.	Not currently offered by PenMet Parks. Examples include tennis, music, golf, racquetball, personal training, dance, art
5	Tenant Leases	Outside entities leasing park District property (land and/or facilities).	Concessionaire lease
4	Adult Classes & Programs: Advanced & Competitive	Focus on advanced activities/instruction, certification, or competitive activities. Prerequisite skill levels may be required.	Specialty programs, dragon boating, advanced watercolors
4	Adult Sports Leagues	Scheduled multi-game athletics for adults managed by the District. Often the teams are created by the participants and compete on a recreational level.	Adult softball
4	Youth Classes & Programs: Advanced & Competitive	Focus on advanced activities/instruction, certification, or competitive activities. Prerequisite skill levels may be required.	Advanced basketball, advanced gymnastics
3	Adult Classes: Beginning & Intermediate	Entry or multi-level group recreational and/or instructional programs and activities requiring	Group exercise, sports fundamentals, education/enrichment programs, art, intro to painting

		registration with no prior skills required.	
3	Family Programs	Programs require parent or guardian participation.	Family art classes, parent & tot classes
3	Indoor Facility Rentals	Temporary and exclusive use of facilities by an individual, organization or non-profit.	Birthday parties, wedding rehearsals, business meeting, service clubs
3	Sports Courts and Field Rentals	Temporary and exclusive use of District fields or sports courts by an individual or organization.	Family functions, organized sports leagues, non-profit softball teams
3	Teen Activities & Outreach	Programming and events specifically designed for teens.	e-Games tournament, socials/dances, Teen Advisory Committee
3	Youth Classes and Programs: Beginning & Intermediate	Entry or multi-level group recreational and/or instructional programs and activities requiring registration with no prior skills required.	Group ballet lessons, sports fundamentals, education/enrichment programs, art, STEM classes, gymnastics
3	Youth Specialty Camps	Non-traditional, topic specific camps that are typically offered on a one-time or limited basis. Includes individualized activities.	STEM Camps, Sport Camps, Dance Camps
3	Shelter Rentals	Temporary and exclusive use of a District shelter by an individual or organization.	Birthday party, company picnic
2	Monitored Drop-in	Drop-in use of an indoor facility activity with no instruction, but is monitored by District staff/volunteer supervision.	Drop-in basketball, pickleball, group exercise
2	Senior Activities & Outreach	Recreational, instructional, or social programs and activities requiring registration with no prior skills required for ages 55+.	Group exercise classes, Stay Active and Independent for Life, education/enrichment programs, art, walking for fitness, socials
2	Specialized & Adaptive Programs	Specialized opportunities for people with intellectual and	Social club, art classes, fitness & fun Future offerings may include

		developmental disabilities. All physical abilities are welcome.	wheelchair basketball, Special Olympics
2	Youth Recreation Camps	Half-day or full-day camps offered to provide enrichment in a recreational setting.	OST camps
2	Youth Sports Leagues	Scheduled multi-game athletics for participants of multi-skill levels and various age groups that are organized and/or managed by the District. Provides a team experience for participants with the intent to play a game/match-format or to compete on a recreational level.	Recreational youth leagues such as basketball, soccer, baseball, or flag football
1	Community Events	Community-wide events typically produced by the District and offered on an annual basis.	Scarecrow Festival, Family Fun Fest, Egg Hunt, Concerts in the Park
1	Parks, Trails, Open Space	Drop-in use of a park/facility/activity that is non-registered and non-instructed, and is NOT monitored by District staff/volunteer supervision.	Trail use, playgrounds, passive and active park areas, outdoor courts, dog parks, public art, beaches
1	Public Education & Outreach	Community engagement in a structured or non-structured setting.	Blood drives, public workshops, outreach/informational booths, Camp Fair
1	Stewardship Programs	Financial assistance provided to the community in order to reduce barriers to participation or enhance community assets.	Recreation Scholarship Program, Facility Fee Waiver, Park Improvement Grant (PEG)
1	Volunteer, Internship & Community Service Programs	Managing individuals or groups to donate their time and effort to a structured or scheduled experience, support educational or service requirements, or provide improvements.	Park clean-up volunteer events, youth sports volunteer coaches, special event volunteers





## DISTRICT COMMISSION MEMO

**To:** Board of Park Commissioners

**From:** Ally Bujacich, Executive Director

**Date:** May 2, 2023

**Subject:** **First Reading of Resolution RR2023-008 Adopting Policy P10-107: Advisory Committee Policy**

### **Background/Analysis**

The Board of Park Commissioners passed Resolution R2022-003 on July 5, 2022 adopting the goals and objectives for 2023. One of the adopted objectives is to enhance communication with the community, including developing advisory committees to advise the Board and staff on matters of importance to the community.

Proposed Policy P10-107: Advisory Committee Policy establishes general procedures applicable to all regular and ad hoc advisory committees. If adopted by the Board, the provisions of this proposed policy shall govern all regular and ad hoc advisory committees unless otherwise specifically provided by resolution of the Board or as may be required by state law.

The proposed policy was discussed with the Board during the February 21, 2023 study session. Legal counsel has reviewed the attached amended policy.

### **Policy Implications/Support**

1. The Board passed Resolution R2022-003 adopting goals and objectives including:
  - Enhance communication with the community, including developing advisory committees to advise the Board and staff on matters of importance to the community.

### **Recommendation**

Staff recommends the Board pass Resolution RR2023-008 adopting Policy P10-107: Advisory Committee Policy at its second reading planned for May 16, 2023.





### **Committee Recommendation**

This action was reviewed by the Administrative Services Committee at its March 22, 2023 meeting with a recommendation to bring this action to the full Board for its approval.

### **Staff Contact**

If you have any questions or comments, please contact Ally Bujacich at (253) 858-3400 or via e-mail at [executivedirector@penmetparks.org](mailto:executivedirector@penmetparks.org).

### **Attachments**

Exhibit A: Resolution RR2023-008 Adopting Policy P10-107: Advisory Committee Policy



# Peninsula Metropolitan Park District

## RESOLUTION NO. RR2023-008

### ADOPTING POLICY P10-107: ADVISORY COMMITTEE POLICY

WHEREAS, Policy P10-107: Advisory Committee Policy (the “Policy”) establishes the general procedures applicable to all regular and ad hoc advisory committees; and

WHEREAS, the provisions of the Policy shall govern all regular and ad hoc advisory committees unless otherwise specifically provided by resolution of the Board of Park Commissioners or as may be required by state law; and

WHEREAS, advisory committees exist for the primary purpose of gathering information and presenting options and recommendations for legislative consideration to the Board; and

WHEREAS, advisory committees do not possess independent official responsibility nor independent authority beyond that provided by resolution of the Board or as expressly provided by law; and

WHEREAS, the Board of Park Commissioners wishes to adopt the Policy to ensure it continues to protect the public interest and ensure public trust;

NOW THEREFORE BE IT

RESOLVED by the Board of Park Commissioners that PenMet Parks adopts Policy P10-107: Advisory Committee Policy attached as Exhibit A.

The foregoing resolution was adopted at a regular meeting of the Board of Park Commissioners of the Peninsula Metropolitan Park District held on May 16, 2023.

\_\_\_\_\_  
Steve Nixon, Board President

\_\_\_\_\_  
Maryellen “Missy” Hill, Board Clerk

\_\_\_\_\_  
Attest: Ally Bujacich



# Peninsula Metropolitan Park District

## Advisory Committee Policy

Policy Number:	Resolution Number:	Date Approved:	Supersedes the following Resolutions and Policies:
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**Policy:** Advisory Committee Policy

**Purpose:** The purpose of this policy is to establish general procedures applicable to all regular and ad hoc advisory committees. The provisions of this policy shall govern all regular and ad hoc advisory committees unless otherwise specifically provided by resolution of the Board of Park Commissioners (the "Board") or as may be required by state law.

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### **Section 1. Definitions.**

"Ad hoc advisory committee" or "advisory committee" means any committee created by the Board to give advice on subjects and perform such other functions as prescribed by the Board. Advisory committees shall also include steering committees.

### **Section 2. Purpose and application.**

Advisory committees exist for the primary purpose of gathering information and presenting options and recommendations for legislative consideration to the Board. Advisory Committees are created by resolution of the Board. Advisory committees do not possess independent official responsibility nor independent authority beyond that provided by resolution of the Board or as expressly provided at law.

In establishing an advisory committee, the Board shall consider the following:

- A. Scope of work and a clear task description;
- B. For regular advisory committees: a sunset provision;
- C. For ad hoc advisory committees: term of the committee and a sunset provision;
- D. Membership, nomination, and confirmation process, and residency or other special member requirements;
- E. Term of membership;
- F. Who the committee reports to (the Board or the Executive Director);
- G. Board member liaison (if any);
- H. Time frames for committee action on tasks;
- I. Time frames for Board or committee action, for example, periodic or interim reports;
- J. Staffing (if any) for the committee, and which PenMet Parks department bears the staffing responsibility or expense for the committee; and
- K. Any other matters deemed relevant to the committee's work.

### **Section 3. Scope of work.**

- A. Each advisory committee, when it is formed, will have a specific statement of purpose and function, which will be re-examined periodically by the Board to determine its effectiveness. This statement of purpose, as well as other information regarding duties and responsibilities, will be made available to all members when appointed.
- B. The Board may determine by resolution any specific guidelines or tasks to be referred to the advisory committee.

- C. The Board may request from the advisory committee a scope of work within the area of responsibility specified by the Board.

**Section 4. Membership, nomination, appointment and residency requirements.**

The number of members and any specific qualifications of each advisory committee member shall be set forth by Board resolution. Unless otherwise specifically provided by applicable resolution or as may be required by state law, the following procedures and requirements shall apply to all members of each advisory committee:

- A. At the time each advisory committee is formed, the Board shall decide, by super majority, whether the committee members, at the time of nomination and continuing uninterrupted thereafter while serving on the committee, should be residents of and/or work in PenMet Parks' jurisdictional boundaries, representatives of local governmental agencies and/or representatives from non profit, charitable or service organizations.
- B. Each person to be considered for appointment shall be nominated by a Board committee, Board member or the Executive Director for a specific numbered position on each advisory committee and for a specified term.
- C. Advisory committee members shall be appointed by Board resolution and shall commence service as provided in Section 7 below.

**Section 5. Officers—Identification and election.**

Each advisory committee shall elect from its membership a presiding officer who shall be referred to as the chairman, chairwoman or chairperson, as determined appropriate by the committee. Such officer shall serve for one year, or until the committee discontinues its operation, whichever is shorter. The committee may elect other officers as it deems necessary.

**Section 6. Quorums, transacting business.**

A majority of the appointed members of the committee shall constitute a quorum for the transaction of business. An affirmative vote of the majority of a quorum in attendance at any meeting shall be necessary to transact business or carry any proposition.

**Section 7. Terms of office or vacancies.**

The term for an advisory committee member shall be specified by the Board in the resolution establishing or providing for the committee or in the resolution appointing the advisory committee member. Vacancies for the unexpired term shall be filled by the Board upon nomination in the same manner as the original appointment. Membership vacancies other than through expiration of term shall be filled for the unexpired term. Any member may be removed by Board action at any time based upon the Board deciding removal is in PenMet Parks' best interests.

**Section 8. Conflicts of interest.**

Members of advisory committees shall be subject to Chapter 42.23 RCW, Code of Ethics for Municipal Officers. If any members of an advisory committee conclude that they have a conflict of interest or an appearance of fairness problem with respect to a matter that is pending before the committee, so that they cannot discharge their duties on the committee, they shall disqualify themselves from participating in the deliberations and the decision-making process with respect to the matter.

**Section 9. Liaisons and representatives.**

A Board member may be assigned to an advisory committee for the purpose of providing a constructive relationship between the Board and the advisory committee without implying direction, review or oversight of the activities of the advisory committee.

**Section 10. Procedures, records and minutes.**

The advisory committee shall be governed by Roberts Rules of Order as the same may be updated or amended. The committee may adopt supplementary rules of procedure. The committee shall provide for the taking of minutes and maintaining the records of its meetings.

**Section 11. Meetings.**

The advisory committee shall decide upon regular meeting dates and times as provided in the Board resolution establishing the committee. All meetings of the entire body of the advisory committee shall be subject to all requirements of the Washington Open Public Meetings Act (Chapter 42.30 RCW) and shall be open to the public to promote transparency. The meetings shall be held at a public place at a regularly scheduled time, or at a special meeting time. Notice of all meetings shall be provided to the Executive Director or designee for publication on the PenMet Parks' website. Records of documents and information considered must be maintained by the advisory committee and are subject to the Public Records Act, Chapter 42.56 RCW.

**Section 12. Communications to the Board.**

- A. Expressions of an advisory committee's position, recommendation or request for any action shall be in the form of a resolution, motion or other written communication setting forth the reasons, facts, policies and/or findings of the committee to support the communication, and shall be directed to the Board and Executive Director.
- B. Communications from the advisory committee shall be acknowledged by the Board.
- C. Should any Board member determine that any such communication should be officially answered by the Board, that matter shall be placed on the Board's agenda under new business for the current meeting or any subsequent meeting.

**Section 13. Staff Relationship to Advisory Committees.**

Staff support and assistance may be provided to advisory committees. Advisory committees, however, do not have supervisory authority over PenMet Parks' employees. While staff may work closely with advisory committees, staff members remain responsible to their immediate supervisors and, ultimately, to the Executive Director. The members of the advisory committees are responsible for the functions of the advisory body. Staff members are to assist the advisory committee chair to ensure appropriate compliance with state law and this policy.

**Section 14. Compensation and reimbursement of expenses.**

Members of an advisory committee shall serve without compensation. Members shall be reimbursed for expenses that are incidental to that service, as long as such expenses are authorized by the Board or Executive Director in advance. Members must seek pre-authorization for any proposed expense or the expense will not be reimbursed.

**Section 15. Dissolution of Advisory Committees.**

The Board may dissolve any advisory committee that, in the Board's opinion, has completed its working function or for any other reason.