



Peninsula Metropolitan Park District

PO Box 425 – Gig Harbor, WA 98335
253-858-3400 – info@penmetparks.org
www.penmetparks.org

REGULAR MEETING AGENDA

March 01, 2022, **6:00 PM**

Gig Harbor Civic Center - Council Chambers 3510 Grandview Street, Gig Harbor, WA 98335

Call to Order

Commissioner Roll Call:

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

ITEM 1 President's Report

ITEM 2 Executive Director's Report

ITEM 3 Special Presentations

- 3a. Pierce County Master Gardeners Gig Harbor Demonstration Garden
- 3b. CRC Project Update: Finishes

ITEM 4 Board Committee Reports

- 4a. CIP Committee
- 4b. Finance and Administration Committee
- 4c. Recreation Services Committee
- 4d. Stewardship Committee
- 4e. External Committee Reports

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

ITEM 6 Minutes

- 6a. [Approval of Minutes of the February 15, 2022 Study Session](#)
- 6b. [Approval of Minutes of the February 15, 2022 Regular Meeting](#)

ITEM 7 Consent Agenda



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- 7a. [Resolution C2022-004: Approving Vouchers from February 2022](#)
- 7b. [Resolution C2022-005: Establishing the Board Secretary Position](#)

ITEM 8 Unfinished Business: None

ITEM 9 New Business

- 9.1 [Purchasing Resolutions Requiring One Reading for Adoption](#)
 - 9.1a [Resolution P2022-003 Authorizing the Executive Director to Execute the Agreement for the Recreation Services Assessment](#)
 - 9.1b [Resolution P2022-004 Authorizing the Executive Director to Execute the Agreement to Complete the Strategic Plan](#)
- 9.2 Single Reading Resolutions Requiring One Reading for Adoption: None
- 9.3 [Two Reading Resolutions Requiring Two Readings for Adoption](#)
 - 9.3a [Resolution RR2022-002 Adopting the Amended Policy P30-101: HR Policy \(First Reading\)](#)
 - 9.3b [Resolution RR2022-003 Adopting the 2022 Budget Book \(First Reading\)](#)

ITEM 10 Comments by Board

ITEM 11 Next Board Meetings

March 15, 2022, Study Session at 5:00 pm and Regular Meeting at 6:00 pm at the Gig Harbor Civic Center - Council Chambers 3510 Grandview Street, Gig Harbor, WA 98335

ITEM 12 Adjournment

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 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.



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STUDY SESSION MINUTES

February 15, 2022, 5:00 PM

Gig Harbor Civic Center - Council Chambers 3510 Grandview Street, Gig Harbor, WA 98335

Call to Order: The meeting was called to order by President Babich at 5:00 pm

Commissioners Present:

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

Staff Present:

Ally Bujacich
 Denis Ryan
 Matthew Kerns
 Sherman Enstrom
 Stacie Snuffin

Presenters:

Jo Lingenfelter/Compensation Connections
 Shannon Drohman/Compensation Connections

ITEM 1 Board Discussion

1a. Policy P30-101: Human Resource Policy

Executive Director Ally Bujacich reported that Policy P30-101: Human Resource Policy was identified as a high priority for review and updating.

Director of Finance and Administration Sherman Enstrom gave a brief background and purpose of the amended HR policy. Enstrom introduced consultants Jo Lingenfelter and Shannon Drohman.

Lingenfelter and Drohman presented the proposed amended HR policy. They recommended creating a separate employee handbook, leadership, recruiting, and benefits and compensation guide to make it more efficient for staff to find the information they need. The major goals of the handbook include organization, using language that is employee-friendly, clear, and concise. The Finance and Administration Committee had previously discussed this approach. The Board, Compensation Connections, and Bujacich had a discussion regarding the HR policy and the policy and procedure review schedule. The Board gave feedback on the recommended changes.

1b. Benefits Analysis Review

Enstrom gave an overview of the purpose and methodology for the PenMet Parks Benefits Survey. Compensation Connections reported that PenMet Parks' benefits are competitive with the exception of a few areas that the District might consider exploring further. Compensation Connections discussed emerging benefits, areas to explore, and the results from the employee benefits survey that was administered to staff. Compensation Connections and the Board had a discussion regarding benefits and the employee survey. Bujacich reported staff will follow up on the identified



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potential benefits, considering what is attractive to current and prospective employees, and bring recommendations to the Finance and Administration Committee.

ITEM 2 Adjournment: President Babich adjourned the meeting at 5:54 pm

APPROVED BY THE BOARD ON: _____

President

Clerk

Submitted By: Stacie Snuffin



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REGULAR MEETING MINUTES

February 15, 2022, **6:00 PM**

Gig Harbor Civic Center - Council Chambers 3510 Grandview Street, Gig Harbor, WA 98335

Call to Order: The meeting was called to order by President Babich at 6:00 pm

Commissioners Present:

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

Staff Present:

Ally Bujacich
 Denis Ryan
 Matthew Kerns
 Sherman Enstrom
 Stacie Snuffin

Entered into Executive Session at 6:48 pm

Entered back into Regular Session at 7:35 pm

ITEM 1 President's Report: None

ITEM 2 Executive Director's Report

Executive Director Ally Bujacich welcomed three new employees, Grounds Specialists Garret Thompson and Chuck Greenwalt and Park Maintenance Specialist William Herzl. Bujacich also informed the Board of the current key positions the District is hiring for as well as that she and several staff members attended a job fair hosted by WRPA the previous week.

Bujacich reported that PenMet Parks will be hosting a volunteer day cleanup event at the Tacoma DeMolay Sandspit Nature Preserve on February 26, 2022, partnering with Pierce Conservation District and Harbor WildWatch. Bujacich also reported that the volunteer program is one of the programs that PenMet will be studying and elevating.

Bujacich reported that PenMet Parks provided the amount of \$20,000.00 to the Voyager PTA to assist and replace playground equipment at Voyager Elementary School and that some Commissioners and PenMet staff attended a playground tour where a thank you poster was presented to them. Bujacich informed the Board that PenMet is focusing on reviewing the current PEG program and is slated to come in front of the Board as a program update and likely amended policy in May of 2022.

Bujacich gave an update on youth baseball registration. She presented a correction to a slide that was presented at a recent CRC update and announced that the next CRC update will take place at the March 1, 2022 meeting.

Bujacich gave an update on the 2022 Operating and Capital Budget Book to the Board and provided a high-level overview of the document.

ITEM 3 Special Presentations

3a. 2021 Year End Preliminary Financial Status Review



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Director of Finance and Administration Sherman Enstrom briefed the Board on his financial management procedure and presented the Board with a preliminary 2021 year-end financial status review. The Board asked questions and provided feedback.

ITEM 4 Board Committee Reports

- 4a. **CIP Committee: None**
- 4b. **Finance and Administration Committee: None**
- 4c. **Recreation Services Committee: None**
- 4d. **Stewardship Committee**

Commissioner Hill gave an update on the Capital Campaign RFP that was issued on December 14, 2021. Hill reported that two proposals were received and interviews were conducted. The RFP was reopened with a closing date of February 15, 2022 and two additional proposals were received. The Selection Committee is scheduled to meet again on February 17, 2022.

- 4e. **External Committee Reports: None**

ITEM 5 Public Comments: None

ITEM 6 Minutes

- 6a. **Approval of Minutes of the January 26, 2022 Special Meeting Open House**
- 6b. **Approval of Minutes of the February 1, 2022 Study Session**
- 6c. **Approval of Minutes of the February 1, 2022 Regular Meeting**
- 6d. **Approval of Minutes of the February 4, 2022 Special Meeting**

Commissioner Kingsbury made the motion to approve the minutes for January 26, 2022, special meeting open house, February 1, 2022 study session, February 1, 2022 regular meeting, and February 4, 2022 special meeting, seconded by Commissioner Nixon. The motion was approved with a 5-0 vote.

ITEM 7 Consent Agenda

- 7a. **Resolution C2022-003: Approval of Vouchers**

Commissioner Nixon made a motion to approve the consent agenda, seconded by Commissioner Kingsbury. The consent agenda was approved with a 5-0 vote.

ITEM 8 Unfinished Business: None

ITEM 9 New Business

- 9.1 **Purchasing Resolutions Requiring One Reading for Adoption**



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9.1a Resolution P2022-002 Authorizing the Executive Director to Sign the Second Amendment for Human Resources Services

A motion was made by Commissioner Kingsbury, seconded by Commissioner Nixon. Director of Finance and Administration Sherman Enstrom provided background and gave the recommendation to authorize the Executive Director to sign the second amendment for Human Resources Services. The motion passed with a 5-0 vote.

9.2 Single Reading Resolutions Requiring One Reading for Adoption

9.2a Resolution R2022-002 Designating Certain Individuals as Authorized Signers at District Financial Institutions

A motion was made by Commissioner Kingsbury, seconded by President Babich. Executive Bujacich gave the background and recommendation for the designation of certain individuals as authorized signers at District financial institutions. The motion passed with a 5-0 vote.

9.3 Two Reading Resolutions Requiring Two Readings for Adoption: None

ITEM 10 Comments by Board

Commissioner Nixon thanked staff for the invitation to tour the playground at Voyager Elementary School that he attended.

Commissioner Hill shared that the Commissioners would like to pledge \$1,000.00 each for a total of \$5,000.00 to sponsor the 2022 Gig Harbor Veterans Day event from their Legislative Funds. Hill suggested considering support of the Veterans Day event during the 2023 budget process.

ITEM 11 Next Board Meetings

March 1, 2022, Study Session at 5:00 pm and Regular Meeting at 6:00 pm at the Gig Harbor Civic Center - Council Chambers 3510 Grandview Street, Gig Harbor, WA 98335

ITEM 12 Executive Session: For the purpose of reviewing the performance of a public employee pursuant to RCW 42.30.110(g).

ITEM 13 Adjournment: President Babich adjourned the meeting at 7:35 pm

APPROVED BY THE BOARD ON: _____

President

Clerk

Submitted By: Stacie Snuffin



Peninsula Metropolitan Park District

RESOLUTION NO. C2022-004

APPROVING VOUCHERS FROM FEBRUARY 2022

WHEREAS, the Peninsula Metropolitan Park District Board of Park Commissioners approved the 2022 operating budget in Resolution R2021-032 and the 2022 capital budget in Resolution R2021-029 on November 16, 2021; 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 March 1, 2022.

President

Clerk

Attest

Attachment A to Resolution C2022-004

For the period beginning 02/15/2022 and ending 02/15/2022

Voucher #220203001 through # 220203014 are approved for payment in the amount of \$94,751.92;

and

For the period beginning 02/22/2022 and ending 02/22/2022

Voucher #220204001 through # 220204008 are approved for payment in the amount of \$71,388.39.



Peninsula Metropolitan Park District

RESOLUTION NO. C2022-005

ESTABLISHING THE BOARD SECRETARY POSITION

WHEREAS, the Peninsula Metropolitan Park District Board of Park Commissioners passed Resolution R2021-038 adopting the amended Policy P10-101: Board Policy and Procedures on December 7, 2021; and

WHEREAS, Policy P10-101: Board Policy and Procedures provides the Board shall appoint a Board Secretary from within the administrative staff of PenMet Parks to perform the administrative functions required for the Board to conduct its business in accordance with the operating policy and procedures described the policy

NOW THEREFORE BE IT

RESOLVED by the Board of Park Commissioners of the Peninsula Metropolitan Park District that the position of Board Secretary is established to perform the functions described in the job description attached as "Exhibit A". It is further

RESOLVED by the Board of Park Commissioners of the Peninsula Metropolitan Park District that the Executive Director will select and supervise the Board Secretary.

The foregoing resolution was adopted at a regular meeting of the Board of Park Commissioners of the Peninsula Metropolitan Park District held on March 1, 2022.

President

Clerk

Attest

Exhibit A to Resolution C2022-005

Position Title: Board Secretary

Supervisor's Title: Executive Director

Creation/Revision Date: March 1, 2022

PURPOSE OF POSITION: The Board Secretary is a member of PenMet Parks' administrative staff. The Board Secretary advances the mission of PenMet Parks by performing the administrative functions of the Board of Park Commissioners meetings as described in Policy P10-101: Board Policy and Procedures.

ESSENTIAL FUNCTIONS/RESPONSIBILITIES/DUTIES:

1. The Board Secretary shall perform administration functions required for the Board to conduct its business in accordance with the operating policy and procedures described in Policy P10-101: Board Policy and Procedures.
2. The Board Secretary shall take and prepare the meeting minutes for review and approval by the Board at the next meeting.
3. The Board Secretary shall receive, review, and distribute written documents submitted by members of the public to accompany their comments to the Board.
4. The Board Secretary shall perform related duties as assigned.



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DISTRICT COMMISSION MEMO

To: Board of Park Commissioners

From: Ally Bujacich, Executive Director

Date: March 1, 2022

Subject: **Resolution P2022-003 Authorizing the Executive Director to Execute the Agreement with Berry Dunn McNeil & Parker, LLC to Complete the Recreation Services Assessment**

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 operating budget allocates funds to develop a comprehensive program plan to advance those goals.

Staff issued a Request for Proposal (RFP No. 2021.03) on November 19, 2021 seeking proposals to develop and implement a Recreation Services assessment. Four responses were received, and the Selection Committee selected Berry Dunn McNeil & Parker, LLC (BerryDunn) as most qualified. Staff subsequently negotiated a contract with BerryDunn to complete a Recreation Services assessment.

The Recreation Services assessment will help determine how recreation programs and services can be strategically managed, priced, and delivered to operate effectively. The scope of work includes completing a services assessment and identifying the District's cost recovery philosophy that will inform decisions regarding programs and revenues. The work is organized into four primary tasks: a strategic kickoff, developing a recreation services toolkit and best practices, completing a fees and services assessment and provision strategies, and developing a cost recovery philosophy, methodology, and resource allocation. A detailed scope of work and deliverables are identified in the agreement attached to Resolution P2022-003 as Exhibit A.

The adopted 2022 budget allocates \$60,000 to create and implement a strategic plan. The total contract amount is \$89,995. The overage will be funded from the projected ending balance in the Recreation Revolving Fund, which is budgeted to be \$394,592.

Recommendation

Staff recommends the Board pass Resolution P2022-003 authorizing the Executive Director to execute the agreement with BerryDunn to complete the Recreation Services assessment in substantially the form attached.

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 2022 goals for the District.
2. The District has adopted the annual operating budget for 2022 with funding allocated to create a comprehensive program plan.

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

Attachments

- Exhibit A: Resolution P2022-003



Peninsula Metropolitan Park District

RESOLUTION NO. P2022-003

AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE THE AGREEMENT WITH BERRY DUNN MCNEIL & PARKER, LLC FOR THE RECREATION SERVICES ASSESSMENT

WHEREAS, the Board of Park Commissioners passed Resolution R2021-016 adopting the outcomes of the Board Retreat, including certain strategic goals and objectives; and

WHEREAS, 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; and

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

WHEREAS, District staff issued a Request for Proposals for a Recreation Services Assessment (RFP No. 2021.03) and after review of the proposals the Selection Committee identified Berry Dunn McNeil & Parker, LLC as the most qualified applicant, and subsequently negotiated the attached agreement in an amount of EIGHTY-NINE THOUSAND NINE HUNDRED NINETY-FIVE DOLLARS AND ZERO CENTS (\$89,995.00), exclusive of applicable WSST; NOW THEREFORE BE IT

RESOLVED, by the Board of Park Commissioners that the Executive Director be authorized to execute the Personal Services Agreement with Berry Dunn McNeil & Parker, LLC for the Recreation Services Assessment in an amount of EIGHTY-NINE THOUSAND NINE HUNDRED NINETY-FIVE DOLLARS AND ZERO CENTS (\$89,995.00), exclusive of applicable WSST, in substantially the form 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 March 1, 2022.

President

Clerk

Attest

Exhibit A to Resolution P2022-003 Peninsula Metropolitan Park District



PERSONAL SERVICES AGREEMENT

THIS AGREEMENT is made and entered into this ____ day of March, 2022 by and between The PENINSULA METROPOLITAN PARK DISTRICT, a municipal corporation, hereinafter referred to as the "District", and Berry Dunn McNeil & Parker, LLC, whose address is 2211 Congress Street, Portland, ME 04102, hereinafter referred to as the "Consultant".

WITNESSETH:

WHEREAS, the Consultant represents it is qualified to provide the services described in paragraph 2 herein and Exhibit A and holds all necessary licenses and government permits therefore;

WHEREAS, the District desires to meet more fully the needs of citizens residing within its district for participation in and enjoyment of recreational and cultural programs which beneficially contribute to the well-being of its citizens;

NOW, THEREFORE, in consideration of the mutual promises and covenants herein contained, it is hereby agreed as follows:

1. Independent Contractor Status. The Consultant is considered an independent contractor who shall at all times perform its duties and responsibilities and carry out all services as an independent contractor and shall never represent or construe its status to be that of an agent or employee of the District, nor shall it be eligible for any employee benefits.

A. The Consultant represents and warrants that that any and all federal, state, and local mandatory deductions or other charges and taxes imposed by law and/or regulation upon the Consultant are current. The Consultant acknowledges that all such deductions, charges and taxes shall be the sole responsibility of the Consultant. If the District is assessed, liable or responsible in any manner for those deductions, charges or taxes, the Consultant agrees to indemnify and hold the District harmless from those costs, including attorney's fees.

B. The Consultant shall provide at its sole expense all materials, office space, telephone and utility services, and other necessities to perform fully and timely its duties and services under this Agreement, unless otherwise specified in writing.

C. The Consultant shall comply with all applicable federal, state and local laws, ordinances, rules and regulations, and shall assist the District in complying with those conditions concerning grants and other federal assistance under the laws of the County of Pierce, the State of Washington, the United States of America, or such other laws as are applicable to the Scope of Services under this Agreement. The Consultant shall at its sole expense, obtain and keep in force any necessary licenses, permits, and tax certificates.

D. The Consultant shall conduct its professional services under this Agreement with the same care and skill ordinarily used by members of the Consultant's profession under similar circumstances, at the same time and in the same locality.

E. Debarment Certification. The Consultant certifies that neither the Consultant nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in this contract by any federal or state department or agency. Further, the Consultant agrees not to enter into any arrangements or contracts related to completion of the work contemplated under this Agreement with any party that is on the "General Service Administration List of Parties Excluded from Federal Procurement or Non-procurement Programs" which can be found at:

www.sam.gov and www.lni.wa.gov/TradesLicensing/PrevWage/AwardingAgencies/default.asp

2. Scope of Services. The Consultant agrees to perform services as set forth in Exhibit A of this Agreement. All obligations and services of the Consultant undertaken pursuant to this Agreement shall be satisfactorily completed in accordance with the schedule specified in Exhibit A of this Agreement.

3. Compensation and Method of Payment.

A. In consideration of the services to be provided by the Consultant, the District will pay not more than eighty-nine thousand nine hundred ninety-five Dollars (\$89,995) plus applicable Washington State Sales Tax. In the event that the Consultant fails to pay any assessed mandatory deductions including, but not limited to, industrial insurance, FICA, Employment Security, and federal withholding the Consultant authorizes the District to deduct and withhold or pay over to the appropriate governmental agencies those unpaid amounts upon request and direction by the appropriate governmental agency. Any such payment will be deducted from the Consultant's total compensation.

B. Payment to the Consultant will be made only upon receipt of the Consultant's original written invoice following performance of the services provided herein (or for the percentage completed) and during the District's ordinary billing cycle. The District's ordinary billing cycle is once per month. Payment terms are net 30 days after receipt of invoice.

C. Final payment will not be made until all services and any specified deliverables have been completed to the satisfaction of and accepted by the District, which may include acceptance by the Board of Park Commissioners.

D. All payments shall be subject to adjustment for any amounts, upon audit or otherwise, to have been improperly invoiced. In no event shall the total of the District's payment pursuant hereto exceed the contract price set forth in Paragraph 3.A. above. Any request for payment in excess of the contract amount shall automatically be rejected unless, prior to performing the service, the Consultant has obtained express written approval from the District for such services and written approval of the additional cost.

4. Publications. The Consultant shall obtain the District's approval prior to the publication of any of the results of services performed or to be performed pursuant hereto. Any publications that may be authorized shall acknowledge that the District provided financial support pursuant to this agreement as follows:

"FUNDED BY THE PENINSULA METROPOLITAN PARK DISTRICT"

5. Reporting. The Consultant, at such time and in such form as the District may require, shall furnish the District with periodic reports pertaining to the services and deliverables undertaken

pursuant to this Agreement. The Consultant will make available to the District all work-related accounts and records for auditing, monitoring, or evaluation during normal business hours.

6. Ownership of Deliverables.

A. Ownership of the originals of the Consultant's deliverables as defined in the scope of services and provided by the Consultant as a result of this Agreement, whether or not completed, shall be vested in the District. Any reuse of these materials by the District for projects or purposes other than those which fall within the scope of this Agreement or the project to which it relates, without written approval by the Consultant, will be at the sole risk of the District.

B. The District acknowledges the Consultant's deliverables as instruments of professional service. Nevertheless, the deliverables prepared under this Agreement shall become the property of the District upon completion of the services. The District agrees to hold harmless and indemnify the Consultant against all claims made against the Consultant for damage or injury, including defense costs, arising out of the District's reuse of Consultant's deliverables for a District project unless the District obtains the Consultant's written authorization for such use.

C. Methodology, materials, software, logic, and systems developed under this Agreement are the property of both the District and the Consultant, and may be used by the District and the Consultant as each sees fit, including the right to revise or publish the same without limitation and for use in similar projects, subject to the provisions of paragraph 6.B. above.

7. Termination.

A. The District may terminate the Consultant's performance of services under this Agreement through written notice to the Consultant, in whole, or from time to time in part, whenever (1) the Consultant fails to perform in a timely manner and fully, faithfully, and in a safe and responsible manner, the services required herein, or whenever (2) the fulfillment or accomplishment of the purpose of this Agreement has in the judgment of the District become impossible or impractical for whatever reason. If the termination is based on (1), in the written notice to the Consultant, the District will specify the nature of the breach and the steps necessary to cure the breach. The Consultant shall then have seven (7) business days from the date it receives the notice to cure the breach. If the breach is cured within seven (7) business days, the Agreement will not terminate. If the breach is not cured within seven (7) business days, but in the District's sole discretion the Consultant is taking all reasonable measures to cure the breach, the District may allow additional time to cure and in that event the District will specify how much additional time the Consultant has to cure. Otherwise, the Agreement will terminate.

(1) If the cause of termination is by reason of the Consultant's breach of this Agreement, then termination shall not relieve the Consultant of liability to the District for damages sustained by the District, and the District may withhold any payments to the Consultant for the purpose of set-off until such time as the exact amount owing the Consultant is determined.

(2) If the cause of termination is not by reason of the Consultant's breach of this Agreement, then the District shall be liable only for payment of services performed or furnished prior to the effective date of termination. The Consultant will be paid an amount which bears the same ratio to the total compensation as the services actually performed bear to the total services of the Consultant covered by this Agreement, less payments of compensation previously made.

(3) Any and all notices affecting or relative to this Agreement shall be effective if in writing and delivered or mailed, postage and fees prepaid, to the respective party being notified at the address listed with the signature of this Agreement. The parties' addresses may be changed by the same method of notice.

B. The Consultant may terminate this Agreement if the Consultant provides written notice to the District of its material breach of the terms of this Agreement and, after seven (7) business days prior written notice, the District fails to cure such breach. The Consultant's notice shall specify the nature of the breach and the steps necessary to cure the breach. If the breach cannot reasonably be cured within the 7 business day period, so long as the District is taking reasonable steps to cure the breach, it shall have additional time to do so and the Agreement shall not terminate. Upon termination, the Consultant shall be entitled to full compensation for services rendered up to the termination date in accordance with the payment schedule and for reasonable costs and expenses associated with closing out the project.

8. Indemnification.

A. To the fullest extent permitted by law and subject to the following conditions, the Consultant shall indemnify and hold harmless the District, its board members, officials, employees, consultants, and the employees, successors, and assigns of them, and their respective directors, officers, and employees ("Indemnified Parties") from and against all actions related to the Consultant's negligent acts or errors, causes of action, liabilities, suits, judgments, liens, awards, and damages, or any kind and nature whatsoever, for property damage, personal injury or death (including but not limited to, injury to or death of employees of the Consultant or any sub-consultant of the Consultant) and expenses, costs of litigation and attorneys' fees related thereto, or incident to establishing the right to indemnification, arising out of or in any way related to this Agreement, the performance thereof by the Consultant, its directors, officers, employees, agents, sub-consultants or subcontractors (collectively, "Indemnifying Entities"), including but not limited to the provision of services, personnel, facilities, equipment, support, supervision, or review. The foregoing defense, indemnity and hold harmless obligations shall apply only to the extent of the negligence or wrongful conduct of Indemnifying Entities, shall not apply to the extent of the concurrent negligence or wrongful conduct of the Indemnified Parties, and shall not apply in the case of the sole negligence of the Indemnified Parties.

B. The Consultant shall indemnify and hold harmless the Indemnified Parties from and against all actions, causes, of action, liabilities, claims, liens, suits, judgments, awards and damages, of any kind and nature whatsoever, and expenses and costs of litigation and attorneys' fees related thereto, or incident to establishing the right to indemnification, to the extent arising from and attributable to or in any way related to Indemnifying Entities' failure to perform any of their obligations under this Agreement.

C. The Consultant expressly waives any immunity under industrial insurance as to the District, its successors and assigns, whether arising from Title 51 of the Revised Code of Washington or any other statute or source, to the extent of the indemnity set forth in this Section 8. CONSULTANT AND THE DISTRICT EXPRESSLY AGREE THAT EACH HAS READ AND REVIEWED THIS SECTION, THAT THIS SECTION HAS BEEN THE SUBJECT OF NEGOTIATION BETWEEN THE PARTIES, AND THAT CONSULTANT AGREES TO BE BOUND BY THE TERMS THEREOF.

D. The Consultant shall require each of its consultants and sub-contractors to provide an indemnity, enforceable by and for the benefit of the Indemnified Parties, to the same extent required of the Consultant under this Section 8.

E. Consultant and the District agree that the indemnities set forth in this Section 8 shall survive and shall be enforceable beyond the termination or completion of this Agreement.

9. Insurance. Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, employees or subcontractors. Consultant's maintenance of insurance, its scope of coverage and limits as required herein shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the District's recourse to any remedy available at law or in equity.

A. Minimum Scope of Insurance. Consultant shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

2. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors and personal injury and advertising injury. The District shall be named as an insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the District.

3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

B. Minimum Amounts of Insurance. Consultant shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.

2. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$1,000,000 general aggregate and a \$1,000,000 products - completed operations aggregate limit.

C. Other Insurance Provision. Consultant's Automobile Liability and Commercial General Liability policies are to contain, or be endorsed to contain that they shall be primary insurance with respect to the District. Any insurance maintained by the District shall be excess of Consultant's insurance and shall not contribute with it.

D. Consultant's Insurance for Other Losses. Consultant shall assume full responsibility for all loss or damage from any cause whatsoever to any materials, tools, Consultant's employee owned tools, machinery, equipment, or motor vehicles owned or rented by the Consultant, or the Consultant's agents, suppliers or subcontractors as well as to any temporary structures, scaffolding and protective fences.

E. Waiver of Subrogation. Consultant and the District waive all rights against each other, any of their subcontractors, sub-subcontractors, agents and employees, each of the other, for damages caused by fire or other perils to the extent covered by insurance obtained pursuant to the Insurance Requirements Section of this Agreement or other property

insurance applicable to the work. The policies shall provide such waivers by endorsement or otherwise.

F. Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best rating of not less than A: VII.

G. Verification of Coverage. Consultant shall furnish to District original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the Automobile Liability and Commercial General Liability insurance of Consultant before commencement of any work.

H. Subcontractors. Except as otherwise provided herein, Consultant shall have sole responsibility for determining the insurance coverage and limits required to be obtained by subcontractors, which determination shall be made in accordance with reasonable and prudent business practices.

I. Notice of Cancellation. Consultant shall provide District and all additional insureds for this work with written notice of any policy cancellation, within two business days of their receipt of such notice.

J. Failure to Maintain Insurance. Failure on the part of Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which District may, after giving five business days' notice to Consultant to correct the breach, immediately terminate the Agreement or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to District on demand.

10. Non-Discrimination. Except to the extent permitted by bona fide occupation qualification, the Consultant agrees as follows:

A. The Consultant shall not discriminate against any employee or applicant for employment because of race, creed, color, national origin, marital status, sex, age, or the presence of any sensory, mental or physical handicap. The Consultant shall take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, creed, color, national origin, marital status, sex, age, or the presence of any sensory, mental or physical handicap. Such action shall include, but not be limited to, the following: Recruitment, employment, upgrading, demotion or transfer, advertising, lay-off or termination, establishing rates of pay or other forms of compensation and selection for training.

B. The Consultant shall in all solicitation from employees or job orders for employees placed with any employment agency, union, or other firm or agency, state that all qualified applicants shall receive consideration for employment without regard to their race, creed, color, national origin, marital status, sex, age, or the presence of any sensory, mental or physical handicap. The words: "Equal Opportunity Employer" shall appear in all advertisements.

C. The Consultant shall include the intent of the foregoing provisions of the foregoing paragraphs (a) and (b) in every subcontract or purchase order for the goods or services which are subject matter of this Agreement.

D. In the event of noncompliance by the Consultant with any of the non-discrimination provisions of the Agreement, the District will have the right, at its option, to cancel the Agreement in whole or in part by written notice. If the Agreement is canceled after partial

performance, the District will be obligated to pay only for that portion of the total work authorized under this Agreement that is satisfactorily completed.

11. Assignment and Subcontract. The independent Consultant shall not assign, subcontract, delegate, or transfer any interest or claim to or under this Agreement or for any of the compensation due it hereunder, in whole or in part, except as authorized in writing by the District.

12. Conflict of Interest. No officer, employee or agent of the District who exercises any function or responsibilities in connection with the planning and carrying out of the program to which this Agreement pertains shall have any personal financial interest, direct or indirect, in this Agreement. The Consultant shall comply with all federal, state and local conflict of interest laws, statutes and regulations as they shall apply to all parties and beneficiaries under this Agreement, as well as to officers, employees or agents of the District. The Consultant represents that the Consultant presently has no interest and shall not acquire any interest, direct or indirect, in the program to which this Agreement pertains which would conflict in any manner or degree with the performance of the Consultant's services and obligations hereunder. The Consultant further covenants that, in performance of this Agreement, no person having any such interest shall be employed.

13. Notices. Any and all notices affecting or relative to this Agreement shall be effective if in writing and delivered or mailed, postage and fees prepaid, or sent via electronic mail (e-mail) to the respective party being notified at the address listed with the signature of this Agreement. The parties' addresses may be changed by the same method of notice.

14. Enforcement. If by reason of the default on the part of either party in the performance of any of the provisions of this Agreement and becomes necessary for the non-defaulting party to employ an attorney, the defaulting party agrees to pay all costs and legal expenses expended and/or incurred by the non-defaulting party.

15. Interpretation and Venue. Washington law will govern the interpretation of this Agreement. Any dispute as to the enforcement or interpretation of this Agreement shall be determined by litigation in accordance with the laws of the State of Washington. The prevailing party in any litigation arising under this contract shall be entitled to reasonable attorney's and expert witness fees. Pierce County shall be the venue of any litigation.

16. Unenforceable Clauses. If one or more of the Agreement clauses is found to be unenforceable, illegal or contrary to public policy, the Agreement will remain in full force and effect except for the clauses that are unenforceable, illegal or contrary to public policy.

17. Entire Agreement. This Agreement constitutes the complete and final agreement of the parties, replaces and supersedes all oral and written proposals and agreements heretofore made on the subject matter, and may be modified only by a writing signed by both parties. Each party hereby acknowledges receipt of a copy of this Agreement executed by both parties.

Signature Page and Exhibit A Follows

IN WITNESS WHEREOF, the parties hereto have executed this document as of the day and year first above written.

PENINSULA METROPOLITAN PARK DISTRICT, a municipal corporation

BERRY DUNN MCNEIL & PARKER, LLC:

Ally Bujacich, Executive Director
PO Box 425
Gig Harbor, WA 98335
Phone: 253-858-3400
Email: abujacich@penmetparks.org

Charles Snow, Principal
2211 Congress Street
Portland, ME 04102
Phone: 207-541-2294
E-M: csnow@berrydunn.com

Fed Tax No.: 01-0523282

L & I Acct. No.: _____

APPROVED AS TO FORM

UBI No.: 603060156

Attorney For the Peninsula Metropolitan Park District

Copy 1: Consultant (Original)
Copy 2: Contract Compliance (Original)

EXHIBIT A
Scope of Services

The Consultant shall provide services designed to complete achieve the District’s goals and support policy direction. The Consultant’s primary responsibilities are to complete and implement a study that is intended to help determine how recreation programs and services can be managed, priced, and delivered to operate cost effectively. This must be balanced with ensuring that resource allocation is reasonable and fees for programs and services are realistic and easy to explain to the public. It will allow the District to take a deeper dive into the assessment of services, performance measures, and implementation of the methodology.

A full traditional recreation needs assessment including a program inventory, a look at demographics and trends and available survey data, will be supplemented with specific comprehensive processes addressing resource allocation, cost recovery, and assessment of services. Stakeholder and general public engagement strategies will be used to tap into community values and refine the vision and mission for the recreation effort.

The Consultant’s services will begin immediately. The services will be provided on a fixed fee basis not to exceed the amount specified in Section 3 above.

The Consultant’s services will principally be provided through the persons listed below. Chris Dropinski is the Consultant’s main point of contact, and shall report to and take direction from the PenMet Parks’ Executive Director or designee.

Chris Dropinski, CPRE	Co-Project Manager and Principal-in-Charge
James Mickle, CPRP	Co-Project Manager
Teresa Jackson, AFO, CPO	Senior Consultant
Dannielle Wilson, Prosci CCP	Manager
Jesse Myott	Senior Consultant

PRIMARY TASKS:

TASK 0: STRATEGIC KICK-OFF (SKO) AND DETERMINATION OF CRITICAL SUCCESS FACTORS

Upon notice to proceed, Consultant will provide a Detailed Work Plan to the Project Team for discussion at an SKO meeting conference call, as well as a material request list in order for staff to provide necessary information. Consultant will review details of the work plan at this meeting and will formalize the timeline and details and allow Consultant to become familiar with the agency, recent changes, and current practices and policies related to resource allocation, cost recovery, programming, service delivery, standard operating procedures, staff training needs, and customer service.

The agenda will include:

- Refining the project scope including clarification of: desired project outcomes, uses, and goals; specific staff involvement; workshop formats; invitations; and logistics for each step.
- Confirming lines of communication, points of contact, level of involvement by District leaders and staff, and other related project management details.

- Determination of staff, stakeholder, and collaborator participation, along with defining desired role of advisory board(s).
- Understanding of current programming, service delivery mechanisms, budgeting and cost recovery methods and data resources, in order to ensure the study will be both accurate and appropriate to the District’s needs.
- Understanding of current pricing and resource allocation structures and identifying related policy.
- Answering any questions pertaining to the successful development of the study.

Consultant will work closely with the Project Team during SKO to identify key “Critical Success Factors” that will help ensure that this project is successful and achieves the desired level of involvement and outcomes.

A tour of recreation programming venues is anticipated during the project as necessary.

TASK 1: RECREATION SERVICES AND RESOURCES TOOLKIT AND BEST PRACTICES

Standard Operating Procedures Document

The Consultant will conduct a review of internal policy and current business processes and procedures. To complete an in-depth review and provide best practice recommendations for change focused on improving organizational effectiveness and strategic management, Consultant will conduct a SWOT Analysis. A SWOT Analysis is an effective and realistic way of identifying the Strengths and internal and external Weaknesses, and of examining the Opportunities and Threats faced by the organization in the provision of programs, services, and facilities. This will be combined with expertise gained through many years of operations and many years of consulting. Consultant will address procedures as well as communication effectiveness and incorporate all findings into a Standard Operating Procedure document.

Training Standards and Procedures for Recreation Staff

Standards and procedures will be developed and incorporated into a staff training manual for:

- Staff working with youth
- Staff working with individuals with disabilities
- Volunteer youth sports coaches
- Customer Service

Consultant will recommend an appropriate and effective training platform and training tools.

Youth Sports Model

The Consultant Team will review and analyze the District’s current youth sports model, bring forth research and best practices for youth sports groupings including:

- Gender
- Age brackets
- Skill level

This will be done with an eye toward inclusiveness, equity, and diversity and be paired with desired program outcomes and customer satisfaction. In addition, Consultant will develop a youth sports communication toolkit including templates for communication with customers.

Performance Measures, Data Collection, and Decision-Making

Key to decision-making is the criteria used to articulate a desired future. Based on that future, Consultant will assist the District in determining key performance measures and the best way to generate feedback from users to influence future decision-making regarding recreation

programming. Consultant will outline a detailed strategy for how PenMet Parks should use this data to guide programming, policy and planning decisions. This will include identifying methods to collect and maintain ongoing statistical participant data and feedback.

Recreation Services Department Processes and Procedures

Consultant will audit the Recreation Services operations and programming processes and procedures. A SWOT Analysis will be combined with Consultant's expertise gained through many years of operations and many years of consulting. Consultant will address procedures as well as communication effectiveness making recommendations for enhancement.

TASK 2: FEES AND SERVICES ASSESSMENT AND PROVISION STRATEGIES

Consultant will facilitate the Fee and Service Assessment process to analyze current market conditions and identify potential partners and collaborators. The process will help identify saturation in the market by considering PenMet Parks' niche and target service area markets using an assessment tool.

The public sector and market environments have changed, and funders and customers are demanding more accountability. Traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are harder to secure, even as need and demand increases. Public and non-profit agencies need to rethink their business model, providing services where appropriate, avoiding duplication of comparable services, leveraging available resources, and increasing collaboration when possible.

The Fee and Services Assessment will include:

- A complete inventory of all recreation facilities, programs and services in the Greater Gig Harbor area including both the District and all other providers in order to understand market saturation, gaps, and competition or partner opportunities. This will require staff assistance.
- A detailed analysis of the current PenMet Parks' offering of recreation programs, facilities and services, identifying target demographic served, average cost recovery, fee and pricing structure, service delivery method, scope of program opportunities, program lifecycle stages, the degree to which each program meets an identified need by the community and each program's performance in meeting its objectives.

Comparative Analysis

Benchmarking is an important tool that provides for comparisons of certain attributes of a specific public agency with other agencies in similar communities or with similar services within your community. This process creates deeper understanding of best practices, which may be used to enhance and improve the service delivery of parks and recreation.

Identifying similar communities that will provide an exact comparison poses a challenge because each community has its own identity and individualized systems. The political, social, economic, and physical characteristics of each community make the policies and practices of each parks and recreation agency unique. Despite efforts to promote uniformity in comparison, organizations have slightly different organizational structures, service offerings, resource allocations, policies and procedures, staffing and associated benefits, etc.

The availability of detailed information may also be limited. Consultant will meet with the Project Team to determine list of comparable agencies and specific items to be benchmarked. Consultant will compile relevant benchmarking and comparison data for select recreation program fees and for facility rental and associated fees.

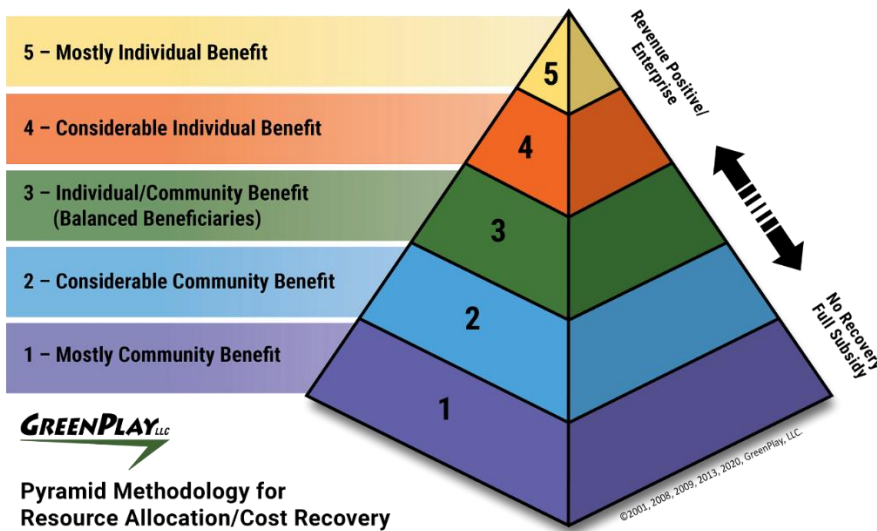
Consultant will present findings and recommendations from the Fee and Services Assessment to the Board of Park Commissioners.

TASK 3: COST RECOVERY PHILOSOPHY, METHODOLOGY, AND RESOURCE ALLOCATION

In order to establish a basis of fees and rationale for a pricing structure for recreational programs, Consultant will train District staff to effectively use the various tools and formulas designed to create appropriate budgets and service pricing,

A well-crafted philosophy for cost recovery and subsidy allocation is the foundation for developing strong, sustainable financial management strategies. A solid philosophy allows staff to recognize where subsidy is being applied, to determine if it is at an appropriate level, and to justify the District’s pricing structure, including costs for new services. Staff will learn to effectively apply agency tools and use budget expectations to set equitable pricing based on vision, values, and mission.

Because the model is guided by and created through the public involvement process, Consultant will establish buy-in, educate, and generate interest by being transparent and credible, and offering community dialogue through a “sorting” exercise to better understand the values of District residents. Often the participating citizens, stakeholders, and partners become advocates and champions for future issues, many times establishing the grassroots support for taxation issues or fee increases. This collaborative process results in consensus for a foundational philosophy which underpins discussion and decision-making.



During this time, the Consultant will meet with District staff and conduct interviews as needed to gain an understanding of the District’s processes and operations; establish categories for programs and services based on sound philosophical underpinnings, programmatic objectives, and financial rationale; and define consistent cost methodology for all programs and services.

The Consultant’s approach to the project will be loosely based on the outline below customizing for the District and taking into consideration the best accommodation for virtual and in-person sessions.

Staff and Public Engagement

This methodology is designed to engage stakeholders, including community members, the Board of Park Commissioners, staff, collaborators, and decision-makers through consensus building

exercises. It includes a series of workshops, individual and team meetings as necessary, 1-2 staff sorting sessions, up to six public sorting groups and staff trainings. These are supplemented by an ongoing series of conference calls with the project team to ensure that there is clear understanding and that all aspects of the project are moving forward seamlessly.

- **Workshop 1** – Introduction and education regarding the Cost Recovery Methodology (all staff and identified stakeholders, with invitations to Board of Commissioners members, and other decision makers as desired by the District); review and refinement of the Categories of Service, determination of cost center pyramid needs, and determination of definitions of direct and indirect cost (core team); identification of potential staff facilitators for Workshop 2a and identification and critical analysis of all policy issues. Work will begin Consultant’s understanding of and gathering of cost allocation information for the most recently completed annual historical accounting of expenses and revenues.
- **Workshop 2a** – A series of workshops beginning with a staff sorting/facilitator training, and followed by public and stakeholder groupings including community representatives, to sort the Categories of Service based upon each category’s beneficiary (on continuum of community and individual benefit) and agency values, vision, and mission.
- **Workshop 2b** – Staff development of a consensus model based on staff and public engagement (at conclusion of Workshop Series 2a, further understanding of the financial accounting tool and how it will be used to account for historical expenses and revenues, and refinement of all policy issues (reduced fee/scholarship, non-resident use and pricing policy, partnership, facility use, sponsorship, gifts and donations, use of volunteers, etc.).

Public Engagement

For this project, a well thought out, designed, and facilitated series of community dialogue workshops will promote understanding of the concepts and development of consensus on model outcomes.

A specific emphasis will be placed on outreach to maximize citizen participation. As “dialogue” is at the root of consensus to be gained, it is imperative to use multiple outreach strategies to encourage participation and may include e-mail though participant lists; scripts for instructors and other front line staff, a networking model for each staff person to use to reach out to users, community influencers, friends, neighbors, and other citizens; a sample feature article for local publication; social media; press releases; local groups; and any other means to be identified. This can be supplemented with other incentives such as food, give-aways, etc.

- **Workshop 3** –work session and follow up meetings with the Project Team to set cost recovery targets; identify categories of service that are out of alignment and determine strategies to rectify; consider alternative forms of revenue and cost saving measures; discuss pricing strategies; identify related policy issues and potential refinements; and develop implementation steps.

Cost of Service Analysis /Assignment of Revenues

Results of this step will identify whether staff members know what it costs to provide services to the community, whether staff have 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. A standard definition and identification of direct and indirect costs will be articulated. This will be applied to all programs and services to provide a consistent measurement of costs across the District, and revenues will be assigned.

Costs which may be currently known as indirect costs will be re-examined for allocation to specific, or all, programs and activities.

Overall goals for the financial analysis include:

- An initial analysis in order to determine current cost recovery levels by program area.
- Adoption of new business tools for use in this study as well as into the future as an ongoing way of carrying out the business of marketing and programming.
- Ability, through detailed, well organized and reported data, to improve analysis and decision making in the future.
- Immediate and long-term recommendations and implementation strategies including the feasibility of resident and non-resident rates.
- Recommendations for improved tracking methods.
- Development of and staff training in the use of a Program/Service Planning Template.

The collection of data will take into account each of the separate funds (if applicable) of the District and each fund’s intent and performance parameters. Initial steps will identify whether:

- Staff members know what it costs to provide services to the community.
- Staff have the capacity or resources necessary to account for and track costs.
- Accurate cost recovery levels can be identified.
- Cost centers or general ledger line items align with how the agency may want to track these costs in the future.

The District’s most recent full year “Actuals” for revenue and expenditures will be downloaded into the spreadsheets and we will allocate appropriate expenses in the manner determined through a guided discussion with the Project Team. This will allow us to measure current cost recovery against a consistent definition of cost at the program, category, and tier levels of the pyramid. There will be a heavy reliance on staff to support this portion of the effort.

Other Tasks

The Consultant team will:

- Work with the Project Team to identify comparable agencies in order to review various fee policies. This data will help inform the development of the final policy.
- Based on the engagement strategy above, work with the Project Team to develop a Cost Recovery Methodology Policy to be adopted by the Board of Park Commissioners. This policy will specifically consider:
 - ◆ Pricing structures for in-district versus out-of-district participants.
 - ◆ Review of the Recreation Scholarship Program and recommended changes to procedures and policy to assure it is aligned with the policy.
- Recommend communication methods to ensure both the community and PenMet staff are aware of all associated costs and how the price structure is set. We will highly recommend that all staff are engaged in process outlined above to gain an understanding of the policy and underlying philosophy through direct experience.
- Present findings and recommendations to the Board of Park Commissioners.

PROJECT DELIVERABLES

Task 0: Strategic Kickoff

Deliverable 1: Detailed Work Plan and Schedule for Project

Deliverable 2: Engagement Plan for Staff, Commission, & Public

Deliverable 3: Critical Success Factors

Task 1: Recreation Services Resources Toolkit & Best Practices

Deliverable 4: SWOT Analysis Outcomes

PROJECT DELIVERABLES

Deliverable 5: Standard Operating Procedures Document

Deliverable 6: Minimum Training Standards and Procedures for Staff Working with: Youth, Individuals with Disabilities, and Youth Sport Coaches

Deliverable 7: Customer Service Training Standards and Manual with Recommendations for Training Platform & Tools

Deliverable 8: Review Analysis and Recommendations for Youth Sports Including Communication Toolkit and Templates

Deliverable 9: Strategies for Collecting, Tracking, and Applying Key Performance Indicators

Task 2: Fee and Services Assessment

Deliverable 10: Analysis Report of Current Recreation Programs, Facilities and Services delivered by PenMet Parks

Deliverable 11: Inventory Report of Community Inventory of Recreation Facilities, Programs and Services in the Greater Gig Harbor area

Deliverable 12: Comparable Analysis of Fees for Recreation Programs and Facility Rentals

Deliverable 13: Presentation of Findings to Commissioners

Task 3: Cost of Service Analysis/Assignment of Revenues

Deliverable 14: Staff & Commission Workshops for Orientation and Information Gathering

Deliverable 15: Community Dialogue Workshops

Deliverable 16: Cost of Service Analysis/Assignment of Revenues

Deliverable 17: Comparable Agency Fee Policy Review

Deliverable 18: Cost Recovery Policy

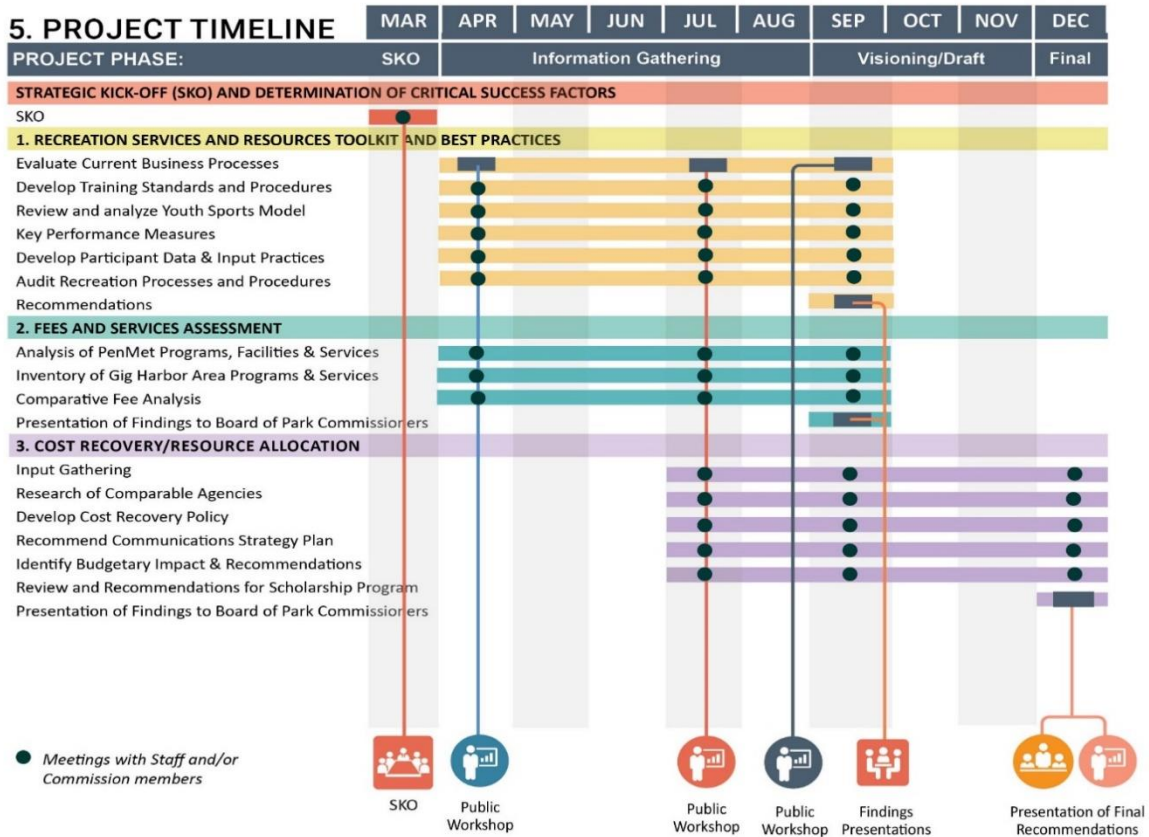
Deliverable 19: Cost Recovery Communication Plan and Materials

Deliverable 20: Recreation Scholarship Program Procedures

Deliverable 21: Presentation of Findings to Commissioners

PROJECT TIMELINE

The project timeline represented on the next page is to be considered a starting point. A mutually agreeable refined schedule will be defined at the startup meeting.



PROJECT FEE

TASKS	Total
TASK 0: Strategic Kick-Off, and Determination of Critical Success Factors	\$2,805
TASK 1: Recreation Services Resources Toolkit & Best Practices	\$37,930
TASK 2: Fee and Services Assessment	\$21,100
TASK 3: Cost Recovery/Resource Allocation	\$28,160
Totals	\$89,995

This project is billed as Firm-Fixed Fee, meaning that all travel, reimbursables, and deliverables are built into the per task cost.

Inclusions:

- All deliverables as outlined in the Scope of Work.
- Professional staff, sub-consultant, and administrative salaries.
- All office overhead, equipment, utilities, and consulting insurances.

- Taxes, employee benefits, and Worker's Compensation.
- Administrative support staff and supplies, and local travel.
- Work Products and meetings as outlined in the Scope of Work.
- All travel costs are built into the firm-fixed fee.

Exclusions:

- Materials and services outside of the pre-specified Scope of Work (may include extra meetings, requested copies and printing of work products).
- Geotechnical services and reports.
- Topographic and boundary surveys (site surveys).
- Site Testing.
- Project related legal and safety consultant services.
- Permits and fees borne by the agency.
- Detailed schematic and construction documents.



Peninsula Metropolitan Park District

PO Box 425 – Gig Harbor, WA 98335
 253-858-3400 – info@penmetparks.org
www.penmetparks.org

DISTRICT COMMISSION MEMO

To: Board of Park Commissioners

From: Ally Bujacich, Executive Director

Date: March 1, 2022

Subject: **Resolution P2022-004 Authorizing the Executive Director to Execute the Agreement with Berry Dunn McNeil & Parker, LLC to Complete the Strategic Plan**

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. One of the adopted goals is to create a ten-year strategic plan for the District.

The Board discussed the desired outcomes from the strategic planning process during the January 4, 2022 Study Session. Staff issued a Request for Proposal (RFP No. 2022.01) on January 11, 2022 seeking proposals to engage with the District to develop and implement a strategic plan that reflects the outcomes discussed with the Board. Three responses were received, and the Selection Committee selected Berry Dunn McNeil & Parker, LLC (BerryDunn) as most qualified. Staff subsequently negotiated a contract with BerryDunn to develop and implement a multi-year strategic plan for PenMet Parks.

The scope of work will be completed in five phases: discovery, engagement, building strategy, visioning, and strategic plan development. Activities include information gathering, public engagement, internal engagement, a variety of workshops, drafting the plan, creating implementation strategies, and follow up meetings at intervals after the plan is completed.

Deliverables include a project work plan and schedule, a demographics analysis and report, a public engagement strategy map that contemplates the recreation services assessment and PROS plan renewal that are anticipated to be underway in 2022, a summary of public engagement feedback, visioning workshop notes, a strategy map, an action plan timeline and tracking tool, the final strategic plan, and an implementation strategy.

The 2022 allocates \$36,900 to create and implement a strategic plan. The total contract amount is \$39,794, and the overage will be funded from savings in other line items in the General Fund.

Recommendation

Staff recommends the Board pass Resolution P2022-004 authorizing the Executive Director to execute the agreement with BerryDunn to complete the strategic plan in substantially the form attached.

Policy Implications/Support

1. The Board passed Resolution R2021-016 adopting the outcomes of the June 19, 2021 Board Retreat, including identifying creating a strategic plan as a 2022 goal for the District.
2. The District has adopted the annual operating budgets for 2022 with funding allocated to create and implement a strategic plan.

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

Attachments

- Exhibit A: Resolution P2022-004



Peninsula Metropolitan Park District

RESOLUTION NO. P2022-004

AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE THE AGREEMENT WITH BERRY DUNN MCNEIL & PARKER, LLC TO COMPLETE THE STRATEGIC PLAN

WHEREAS, the Board of Park Commissioners passed Resolution R2021-016 adopting the outcomes of the Board Retreat, including certain strategic goals and objectives; and

WHEREAS, creating a ten-year strategic plan for the District is identified as an adopted goal; and

WHEREAS, District staff issued a Request for Proposals for strategic planning (RFP No. 2022.01) and after review of the proposals the Selection Committee identified Berry Dunn McNeil & Parker, LLC as the most qualified applicant, and subsequently negotiated the attached agreement in an amount of THIRTY-NINE THOUSAND SEVEN HUNDRED NINETY-FOUR DOLLARS AND ZERO CENTS (\$39,794.00), exclusive of applicable WSST; NOW THEREFORE BE IT

RESOLVED, by the Board of Park Commissioners that the Executive Director be authorized to execute the Personal Services Agreement with Berry Dunn McNeil & Parker, LLC to complete a strategic plan in an amount of THIRTY-NINE THOUSAND SEVEN HUNDRED NINETY-FOUR DOLLARS AND ZERO CENTS (\$39,794.00), exclusive of applicable WSST, in substantially the form 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 March 1, 2022.

President

Clerk

Attest

Exhibit A to Resolution P2022-004
**Peninsula Metropolitan
 Park District**



PERSONAL SERVICES AGREEMENT

THIS AGREEMENT is made and entered into this ____ day of March, 2022 by and between The PENINSULA METROPOLITAN PARK DISTRICT, a municipal corporation, hereinafter referred to as the "District", and Berry Dunn McNeil & Parker, LLC, whose address is 2211 Congress Street, Portland, ME 04102, hereinafter referred to as the "Consultant".

WITNESSETH:

WHEREAS, the Consultant represents it is qualified to provide the services described in paragraph 2 herein and Exhibit A and holds all necessary licenses and government permits therefore;

WHEREAS, the District desires to meet more fully the needs of citizens residing within its district for participation in and enjoyment of recreational and cultural programs which beneficially contribute to the well-being of its citizens;

NOW, THEREFORE, in consideration of the mutual promises and covenants herein contained, it is hereby agreed as follows:

1. Independent Contractor Status. The Consultant is considered an independent contractor who shall at all times perform its duties and responsibilities and carry out all services as an independent contractor and shall never represent or construe its status to be that of an agent or employee of the District, nor shall it be eligible for any employee benefits.

A. The Consultant represents and warrants that that any and all federal, state, and local mandatory deductions or other charges and taxes imposed by law and/or regulation upon the Consultant are current. The Consultant acknowledges that all such deductions, charges and taxes shall be the sole responsibility of the Consultant. If the District is assessed, liable or responsible in any manner for those deductions, charges or taxes, the Consultant agrees to indemnify and hold the District harmless from those costs, including attorney's fees.

B. The Consultant shall provide at its sole expense all materials, office space, telephone and utility services, and other necessities to perform fully and timely its duties and services under this Agreement, unless otherwise specified in writing.

C. The Consultant shall comply with all applicable federal, state and local laws, ordinances, rules and regulations, and shall assist the District in complying with those conditions concerning grants and other federal assistance under the laws of the County of Pierce, the State of Washington, the United States of America, or such other laws as are applicable to the Scope of Services under this Agreement. The Consultant shall at its sole expense, obtain and keep in force any necessary licenses, permits, and tax certificates.

D. The Consultant shall conduct its professional services under this Agreement with the same care and skill ordinarily used by members of the Consultant's profession under similar circumstances, at the same time and in the same locality.

E. Debarment Certification. The Consultant certifies that neither the Consultant nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in this contract by any federal or state department or agency. Further, the Consultant agrees not to enter into any arrangements or contracts related to completion of the work contemplated under this Agreement with any party that is on the "General Service Administration List of Parties Excluded from Federal Procurement or Non-procurement Programs" which can be found at:

www.sam.gov and www.lni.wa.gov/TradesLicensing/PrevWage/AwardingAgencies/default.asp

2. Scope of Services. The Consultant agrees to perform services as set forth in Exhibit A of this Agreement. All obligations and services of the Consultant undertaken pursuant to this Agreement shall be satisfactorily completed in accordance with the schedule specified in Exhibit A of this Agreement.

3. Compensation and Method of Payment.

A. In consideration of the services to be provided by the Consultant, the District will pay not more than thirty-nine thousand seven hundred ninety-four Dollars (\$39,794) plus applicable Washington State Sales Tax. In the event that the Consultant fails to pay any assessed mandatory deductions including, but not limited to, industrial insurance, FICA, Employment Security, and federal withholding the Consultant authorizes the District to deduct and withhold or pay over to the appropriate governmental agencies those unpaid amounts upon request and direction by the appropriate governmental agency. Any such payment will be deducted from the Consultant's total compensation.

B. Payment to the Consultant will be made only upon receipt of the Consultant's original written invoice following performance of the services provided herein (or for the percentage completed) and during the District's ordinary billing cycle. The District's ordinary billing cycle is once per month. Payment terms are net 30 days after receipt of invoice.

C. Final payment will not be made until all services and any specified deliverables have been completed to the satisfaction of and accepted by the District, which may include acceptance by the Board of Park Commissioners.

D. All payments shall be subject to adjustment for any amounts, upon audit or otherwise, to have been improperly invoiced. In no event shall the total of the District's payment pursuant hereto exceed the contract price set forth in Paragraph 3.A. above. Any request for payment in excess of the contract amount shall automatically be rejected unless, prior to performing the service, the Consultant has obtained express written approval from the District for such services and written approval of the additional cost.

4. Publications. The Consultant shall obtain the District's approval prior to the publication of any of the results of services performed or to be performed pursuant hereto. Any publications that may be authorized shall acknowledge that the District provided financial support pursuant to this agreement as follows:

"FUNDED BY THE PENINSULA METROPOLITAN PARK DISTRICT"

5. Reporting. The Consultant, at such time and in such form as the District may require, shall furnish the District with periodic reports pertaining to the services and deliverables undertaken

pursuant to this Agreement. The Consultant will make available to the District all work-related accounts and records for auditing, monitoring, or evaluation during normal business hours.

6. Ownership of Deliverables.

A. Ownership of the originals of the Consultant’s deliverables as defined in the scope of services and provided by the Consultant as a result of this Agreement, whether or not completed, shall be vested in the District. Any reuse of these materials by the District for projects or purposes other than those which fall within the scope of this Agreement or the project to which it relates, without written approval by the Consultant, will be at the sole risk of the District.

B. The District acknowledges the Consultant’s deliverables as instruments of professional service. Nevertheless, the deliverables prepared under this Agreement shall become the property of the District upon completion of the services. The District agrees to hold harmless and indemnify the Consultant against all claims made against the Consultant for damage or injury, including defense costs, arising out of the District’s reuse of Consultant’s deliverables for a District project unless the District obtains the Consultant’s written authorization for such use.

C. Methodology, materials, software, logic, and systems developed under this Agreement are the property of both the District and the Consultant, and may be used by the District and the Consultant as each sees fit, including the right to revise or publish the same without limitation and for use in similar projects, subject to the provisions of paragraph 6.B. above.

7. Termination.

A. The District may terminate the Consultant’s performance of services under this Agreement through written notice to the Consultant, in whole, or from time to time in part, whenever (1) the Consultant fails to perform in a timely manner and fully, faithfully, and in a safe and responsible manner, the services required herein, or whenever (2) the fulfillment or accomplishment of the purpose of this Agreement has in the judgment of the District become impossible or impractical for whatever reason. If the termination is based on (1), in the written notice to the Consultant, the District will specify the nature of the breach and the steps necessary to cure the breach. The Consultant shall then have seven (7) business days from the date it receives the notice to cure the breach. If the breach is cured within seven (7) business days, the Agreement will not terminate. If the breach is not cured within seven (7) business days, but in the District’s sole discretion the Consultant is taking all reasonable measures to cure the breach, the District may allow additional time to cure and in that event the District will specify how much additional time the Consultant has to cure. Otherwise, the Agreement will terminate.

(1) If the cause of termination is by reason of the Consultant’s breach of this Agreement, then termination shall not relieve the Consultant of liability to the District for damages sustained by the District, and the District may withhold any payments to the Consultant for the purpose of set-off until such time as the exact amount owing the Consultant is determined.

(2) If the cause of termination is not by reason of the Consultant’s breach of this Agreement, then the District shall be liable only for payment of services performed or furnished prior to the effective date of termination. The Consultant will be paid an amount which bears the same ratio to the total compensation as the services actually performed bear to the total services of the Consultant covered by this Agreement, less payments of compensation previously made.

(3) Any and all notices affecting or relative to this Agreement shall be effective if in writing and delivered or mailed, postage and fees prepaid, to the respective party being notified at the address listed with the signature of this Agreement. The parties' addresses may be changed by the same method of notice.

B. The Consultant may terminate this Agreement if the Consultant provides written notice to the District of its material breach of the terms of this Agreement and, after seven (7) business days prior written notice, the District fails to cure such breach. The Consultant's notice shall specify the nature of the breach and the steps necessary to cure the breach. If the breach cannot reasonably be cured within the 7 business day period, so long as the District is taking reasonable steps to cure the breach, it shall have additional time to do so and the Agreement shall not terminate. Upon termination, the Consultant shall be entitled to full compensation for services rendered up to the termination date in accordance with the payment schedule and for reasonable costs and expenses associated with closing out the project.

8. Indemnification.

A. To the fullest extent permitted by law and subject to the following conditions, the Consultant shall indemnify and hold harmless the District, its board members, officials, employees, consultants, and the employees, successors, and assigns of them, and their respective directors, officers, and employees ("Indemnified Parties") from and against all actions related to the Consultant's negligent acts or errors, causes of action, liabilities, suits, judgments, liens, awards, and damages, or any kind and nature whatsoever, for property damage, personal injury or death (including but not limited to, injury to or death of employees of the Consultant or any sub-consultant of the Consultant) and expenses, costs of litigation and attorneys' fees related thereto, or incident to establishing the right to indemnification, arising out of or in any way related to this Agreement, the performance thereof by the Consultant, its directors, officers, employees, agents, sub-consultants or subcontractors (collectively, "Indemnifying Entities"), including but not limited to the provision of services, personnel, facilities, equipment, support, supervision, or review. The foregoing defense, indemnity and hold harmless obligations shall apply only to the extent of the negligence or wrongful conduct of Indemnifying Entities, shall not apply to the extent of the concurrent negligence or wrongful conduct of the Indemnified Parties, and shall not apply in the case of the sole negligence of the Indemnified Parties.

B. The Consultant shall indemnify and hold harmless the Indemnified Parties from and against all actions, causes, of action, liabilities, claims, liens, suits, judgments, awards and damages, of any kind and nature whatsoever, and expenses and costs of litigation and attorneys' fees related thereto, or incident to establishing the right to indemnification, to the extent arising from and attributable to or in any way related to Indemnifying Entities' failure to perform any of their obligations under this Agreement.

C. The Consultant expressly waives any immunity under industrial insurance as to the District, its successors and assigns, whether arising from Title 51 of the Revised Code of Washington or any other statute or source, to the extent of the indemnity set forth in this Section 8. CONSULTANT AND THE DISTRICT EXPRESSLY AGREE THAT EACH HAS READ AND REVIEWED THIS SECTION, THAT THIS SECTION HAS BEEN THE SUBJECT OF NEGOTIATION BETWEEN THE PARTIES, AND THAT CONSULTANT AGREES TO BE BOUND BY THE TERMS THEREOF.

D. The Consultant shall require each of its consultants and sub-contractors to provide an indemnity, enforceable by and for the benefit of the Indemnified Parties, to the same extent required of the Consultant under this Section 8.

E. Consultant and the District agree that the indemnities set forth in this Section 8 shall survive and shall be enforceable beyond the termination or completion of this Agreement.

9. Insurance. Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, employees or subcontractors. Consultant's maintenance of insurance, its scope of coverage and limits as required herein shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the District's recourse to any remedy available at law or in equity.

A. Minimum Scope of Insurance. Consultant shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

2. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors and personal injury and advertising injury. The District shall be named as an insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the District.

3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

B. Minimum Amounts of Insurance. Consultant shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.

2. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$1,000,000 general aggregate and a \$1,000,000 products - completed operations aggregate limit.

C. Other Insurance Provision. Consultant's Automobile Liability and Commercial General Liability policies are to contain, or be endorsed to contain that they shall be primary insurance with respect to the District. Any insurance maintained by the District shall be excess of Consultant's insurance and shall not contribute with it.

D. Consultant's Insurance for Other Losses. Consultant shall assume full responsibility for all loss or damage from any cause whatsoever to any materials, tools, Consultant's employee owned tools, machinery, equipment, or motor vehicles owned or rented by the Consultant, or the Consultant's agents, suppliers or subcontractors as well as to any temporary structures, scaffolding and protective fences.

E. Waiver of Subrogation. Consultant and the District waive all rights against each other, any of their subcontractors, sub-subcontractors, agents and employees, each of the other, for damages caused by fire or other perils to the extent covered by insurance obtained pursuant to the Insurance Requirements Section of this Agreement or other property

insurance applicable to the work. The policies shall provide such waivers by endorsement or otherwise.

F. Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best rating of not less than A: VII.

G. Verification of Coverage. Consultant shall furnish to District original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the Automobile Liability and Commercial General Liability insurance of Consultant before commencement of any work.

H. Subcontractors. Except as otherwise provided herein, Consultant shall have sole responsibility for determining the insurance coverage and limits required to be obtained by subcontractors, which determination shall be made in accordance with reasonable and prudent business practices.

I. Notice of Cancellation. Consultant shall provide District and all additional insureds for this work with written notice of any policy cancellation, within two business days of their receipt of such notice.

J. Failure to Maintain Insurance. Failure on the part of Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which District may, after giving five business days' notice to Consultant to correct the breach, immediately terminate the Agreement or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to District on demand.

10. Non-Discrimination. Except to the extent permitted by bona fide occupation qualification, the Consultant agrees as follows:

A. The Consultant shall not discriminate against any employee or applicant for employment because of race, creed, color, national origin, marital status, sex, age, or the presence of any sensory, mental or physical handicap. The Consultant shall take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, creed, color, national origin, marital status, sex, age, or the presence of any sensory, mental or physical handicap. Such action shall include, but not be limited to, the following: Recruitment, employment, upgrading, demotion or transfer, advertising, lay-off or termination, establishing rates of pay or other forms of compensation and selection for training.

B. The Consultant shall in all solicitation from employees or job orders for employees placed with any employment agency, union, or other firm or agency, state that all qualified applicants shall receive consideration for employment without regard to their race, creed, color, national origin, marital status, sex, age, or the presence of any sensory, mental or physical handicap. The words: "Equal Opportunity Employer" shall appear in all advertisements.

C. The Consultant shall include the intent of the foregoing provisions of the foregoing paragraphs (a) and (b) in every subcontract or purchase order for the goods or services which are subject matter of this Agreement.

D. In the event of noncompliance by the Consultant with any of the non-discrimination provisions of the Agreement, the District will have the right, at its option, to cancel the Agreement in whole or in part by written notice. If the Agreement is canceled after partial

performance, the District will be obligated to pay only for that portion of the total work authorized under this Agreement that is satisfactorily completed.

11. Assignment and Subcontract. The independent Consultant shall not assign, subcontract, delegate, or transfer any interest or claim to or under this Agreement or for any of the compensation due it hereunder, in whole or in part, except as authorized in writing by the District.

12. Conflict of Interest. No officer, employee or agent of the District who exercises any function or responsibilities in connection with the planning and carrying out of the program to which this Agreement pertains shall have any personal financial interest, direct or indirect, in this Agreement. The Consultant shall comply with all federal, state and local conflict of interest laws, statutes and regulations as they shall apply to all parties and beneficiaries under this Agreement, as well as to officers, employees or agents of the District. The Consultant represents that the Consultant presently has no interest and shall not acquire any interest, direct or indirect, in the program to which this Agreement pertains which would conflict in any manner or degree with the performance of the Consultant's services and obligations hereunder. The Consultant further covenants that, in performance of this Agreement, no person having any such interest shall be employed.

13. Notices. Any and all notices affecting or relative to this Agreement shall be effective if in writing and delivered or mailed, postage and fees prepaid, or sent via electronic mail (e-mail) to the respective party being notified at the address listed with the signature of this Agreement. The parties' addresses may be changed by the same method of notice.

14. Enforcement. If by reason of the default on the part of either party in the performance of any of the provisions of this Agreement and becomes necessary for the non-defaulting party to employ an attorney, the defaulting party agrees to pay all costs and legal expenses expended and/or incurred by the non-defaulting party.

15. Interpretation and Venue. Washington law will govern the interpretation of this Agreement. Any dispute as to the enforcement or interpretation of this Agreement shall be determined by litigation in accordance with the laws of the State of Washington. The prevailing party in any litigation arising under this contract shall be entitled to reasonable attorney's and expert witness fees. Pierce County shall be the venue of any litigation.

16. Unenforceable Clauses. If one or more of the Agreement clauses is found to be unenforceable, illegal or contrary to public policy, the Agreement will remain in full force and effect except for the clauses that are unenforceable, illegal or contrary to public policy.

17. Entire Agreement. This Agreement constitutes the complete and final agreement of the parties, replaces and supersedes all oral and written proposals and agreements heretofore made on the subject matter, and may be modified only by a writing signed by both parties. Each party hereby acknowledges receipt of a copy of this Agreement executed by both parties.

Signature Page and Exhibit A Follows

IN WITNESS WHEREOF, the parties hereto have executed this document as of the day and year first above written.

PENINSULA METROPOLITAN PARK DISTRICT, a municipal corporation

BERRY DUNN MCNEIL & PARKER, LLC:

Ally Bujacich, Executive Director
PO Box 425
Gig Harbor, WA 98335
Phone: 253-858-3400
Email: abujacich@penmetparks.org

Charles Snow, Principal
2211 Congress Street
Portland, ME 04102
Phone: 207-541-2294
E-M: csnow@berrydunn.com

Fed Tax No.: 01-0523282

L & I Acct. No.: _____

APPROVED AS TO FORM

UBI No.: 603060156

Attorney For the Peninsula Metropolitan Park District

Copy 1: Consultant (Original)
Copy 2: Contract Compliance (Original)

EXHIBIT A
Scope of Services

The Consultant shall provide services designed to complete achieve PenMet Parks’ goals and support policy direction. The Consultant’s primary responsibilities are to create and implement a multi-year strategic plan to serve as a guide as the District moves forward into its next era. The strategic planning process should reaffirm the mission of PenMet Parks, develop a compelling vision statement with community stakeholder input, define the District’s core values, and identify overarching strategic initiatives that must be undertaken in order to achieve the vision. The strategic plan will be used as a tool to steer the District, including decision making, policy development, developing annual strategic goals and objectives, developing planning documents including the PROS plan, and creating and implementing divisional work plans. The plan is expected to be a living document that informs decision-making at all levels of the organization. The plan will be developed and communicated to foster a strategic culture of ownership and accountability in all facets of the organization

The Consultant’s services will begin immediately. The services will be provided on a fixed fee basis not to exceed the amount specified in Section 3 above.

The Consultant’s services will principally be provided through the persons listed below. Chris Dropinski is the Consultant’s main point of contact, and shall report to and take direction from the PenMet Parks’ Executive Director or designee.

Chris Dropinski, CPRE	Subject Matter Expert
Barbara Heller, MPA	Engagement Manager
Dannielle Wilson, Prosci CCP	Project Manager

PRIMARY TASKS:

PHASE 1: DISCOVERY

1.1. Lead initial planning call with PenMet Parks. The Consultant will meet with the project team via teleconference to review and confirm the scope of services, engagement outline and schedule, project goals, timeline, and expectations.

1.2. Facilitate on-site kickoff meeting. The Consultant will conduct an on-site kickoff meeting with the project team to identify project milestones and expectations. The Consultant will discuss and review the adopted strategic goals and objectives for 2022 to determine if the strategic direction should include additional work in any of the existing focus areas. This meeting will also give the Consultant an opportunity to learn about the existing projects such as the development of the indoor Community Recreation Center. Additionally, the Consultant will plan to visit a few parks and facilities to gain an understanding of operations.

The Consultant will identify and understand the relationship of strategic planning with other planning efforts, such as the Recreation Services Assessment. The Consultant will discuss the proposed project schedule, goals and intended outcomes, project work plan, and roles and responsibilities as well as introduce key team members, known project constraints, and refine dates and/or tasks as

appropriate. Furthermore, the Consultant will discuss the approach for managing communications between the Consultant and PenMet Parks.

1.3. Develop the Project Work Plan and Schedule. Based on the information gathered from the initial project planning call and on-site kickoff meeting, the Consultant will develop the Project Work Plan and Schedule. This will outline the tasks, timelines, and expected involvement from PenMet Parks’ leadership team.

Deliverable 1 – Project Work Plan and Schedule

1.4. Conduct comprehensive data review. The Consultant will submit an information request to key staff. The Consultant will review the organizational structure, program guide, budget information, website, existing planning documents, and other items of importance provided by staff.

1.5. Develop demographics report. The Consultant will complete an analysis of demographics based on 2020 Census data, current estimates, and projected population for the next five years using Esri population projections. Demographic characteristics included in the analysis will include population, age and gender distribution, minority population, number of households, and income characteristics. This analysis will provide an understanding of the future demographic environment, which in turn will significantly influence future services that PenMet Parks will offer.

Deliverable 2 – Demographics Report

PHASE 2: ENGAGEMENT

2.1 Creation of a public engagement strategy. The District plans to embark on a significant planning and community engagement effort later in 2022 to define and prioritize community need as part of the Parks, Recreation and Open Space (PROS) Plan. As part of the strategic planning process, the Consultant will develop an engagement strategy for all three of PenMet’s planning initiatives: the Recreation Services Assessment, Strategic Plan, and the upcoming PROS plan. Community input is a critical component to any planning initiative. The Consultant will create an overall strategy to ensure inclusivity of all community members, while not over-doing it and creating public input fatigue. Tying engagement of the planning processes together will result in an effective and efficient way of gathering input. The approach includes a wide variety of methods to ensure maximum reach.

The Consultant proposes to use an online engagement tool as well as a series of three to five community focus groups to develop a community driven vision. The specific elements of public engagement for the development of a vision statement will be clearly identified when the Consultant collaborates with PenMet Parks leadership to develop an overall engagement approach. The Consultant knows that the District is also planning a Parks, Recreation, Open Space and Trails Plan that may be conducted concurrently with this effort. The Consultant will develop an overall engagement strategy, but the majority of public engagement will be conducted during the PROS plan.

2.2 Lead internal engagement activities. The Consultant will facilitate approximately three to five employee focus groups. The Consultant knows that employees’ perspectives about future direction are vitally important to the creation of realistic, and thoughtful strategy. Therefore, it is critically important to provide employees with engagement opportunities all throughout the process as employees will have the responsibility of deploying the plan.

2.3 At the start of the process the Consultant will meet with the Board to provide them with an opportunity to provide their thoughts about the District’s future direction.

Deliverable 3 – Public Engagement Strategy Map and Engagement Feedback Summary

PHASE 3: BUILDING STRATEGY

3.1 **Lead strategy framework workshop.** The Consultant will host a strategy framework workshop with PenMet Parks staff and any other key stakeholders identified for inclusion. The Consultant will discuss the following areas:

- Connection to existing plans; organizational performance review
- Current issues and strengths, weaknesses, opportunities, and threats
- Key influencers of strategy
 - Changes in business practices, such as the use of technology
 - Changes stemming from the COVID-19 pandemic
 - Changes in customer preferences and markets
 - Community demographics
 - Attention to Diversity, Equity, and Inclusion (DEI)
 - Organizational capacity to support strategy
 - Industry trends and the culture elements needed to support continuous change
 - Understanding financial implications of strategy

The sequence of this phase is represented below.

High-Level Overview of BerryDunn’s Strategy Framework Workshop



The Consultant will reaffirm the PenMet Parks mission statement and begin the creation of a compelling vision statement, as well as the development of organizational values. The process will include an interactive approach to vision development, with specific emphasis on deploying the mission and vision and making them a living part of PenMet Parks’ future. The Consultant will use the information gathered to develop the strategic plan framework.

3.2 **Host Board strategy development workshop.** Following the strategy framework workshop with the project team and select stakeholders, the Consultant will host a similar workshop with the Board. During this workshop, The Consultant will review the key influencers of strategy to ensure Board and staff alignment.

PHASE 4: VISIONING

4.1 Lead Visioning Workshop. Subsequent to the strategy framework workshop, the Consultant will lead a visioning workshop with staff. This can include all of the employees of the District or whatever level of staff desired by leadership. In this workshop, participants will start to develop strategic goals, objectives, and initiatives and to discuss key performance indicators. In addition, the creation of a vision statement will continue.

Our team utilizes best practices from the Malcolm Bridge National Quality Award Criteria for Performance Evaluation as well as the Balanced Scorecard approach, which is a leading framework for strategy development. The Balanced Scorecard strategy includes a review of relationships among customer, financial, internal business processes, and organizational learning and growth. This results in a comprehensive review of organizational direction. In addition, a dashboard of metrics will be developed as a way of measuring strategic performance. The elements included in strategy discussion are outlined in Table 1. That said, if PenMet Parks prefers another strategy framework, the Consultant will adapt the process to one that best suits your needs.

Table 1: Balanced Scorecard Elements

Balanced Scorecard Approach

Customer Perspective

- Product/service attributes (programs, quality, accessibility, availability)
- Relationships (customer loyalty)
- Program offerings
- Service quality
- Brand and image

Financial Perspective

- Productivity, growth, financial results
- Earned revenue
- Efficiency
- Internal Perspective

- Operations Management (maintenance practices, program development)
- Customer Management processes (support systems and use of technology)
- Innovation processes
- Regulatory and Social processes (safety, environmental)

Learning and Growth Perspective

- Human capital (skill sets and competencies)
- Information capital (management of organizational knowledge)
- Organization capital

4.2 Develop a Strategy Map, Action Plan Timeline, and Tracking Tool. Following the workshops, the Consultant will develop a strategy map for PenMet Parks. The Strategy Map will include the mission and vision; strategic themes and objectives; key performance indicators; and mid- and long-term initiatives. Then, an Action Plan and Timeline will be developed along with a tool to track progress. The ultimate goal will be the development of a strategic plan that clearly identifies the future direction of PenMet Parks.

Deliverable 4 – Visioning Workshops Notes Deliverable 5 – Strategy Map, Action Plan Timeline, and Tracking Tool

PHASE 5: STRATEGIC PLAN DEVELOPMENT

5.1 Develop Draft Strategic Plan. The Consultant will develop a written Draft Strategic Plan documenting the project’s process, findings, recommendations, and resulting action items. The finalized strategic goals, objectives, action plan, key performance indicators, and implementation guidelines will be outlined within the report contents.

The Consultant will provide the Draft Strategic Plan to PenMet Parks for initial review and provide an opportunity to make edits and comments. PenMet Parks will return one redline version of the draft strategic plan to the Consultant for finalization.

Deliverable 5 – Draft Strategic Plan

5.2 Prepare Final Presentation. The Consultant will present the Final Strategic Plan, including the strategic planning process, findings, recommendations, and action plan to PenMet Parks. The Consultant will present findings remotely to an audience that may include Board members, staff, and/or other key project stakeholders.

5.3 Share Final Strategic Plan. The Consultant will incorporate any suggested changes/edits and produce the Final Strategic Plan.

5.4 Lead implementation workshop. Following the final presentation, the Consultant will hold a virtual meeting to discuss techniques to effectively deploy the strategic plan. The Final Strategic Plan will include a section providing a detailed sequence of steps needed for successful implementation.

PenMet Parks desires the plan to create a strategic culture of ownership and accountability all through the organization. The workshop will begin with discussion relating to the leadership system and cultural elements required to successfully deploy the plan. Other areas of discussion will include:

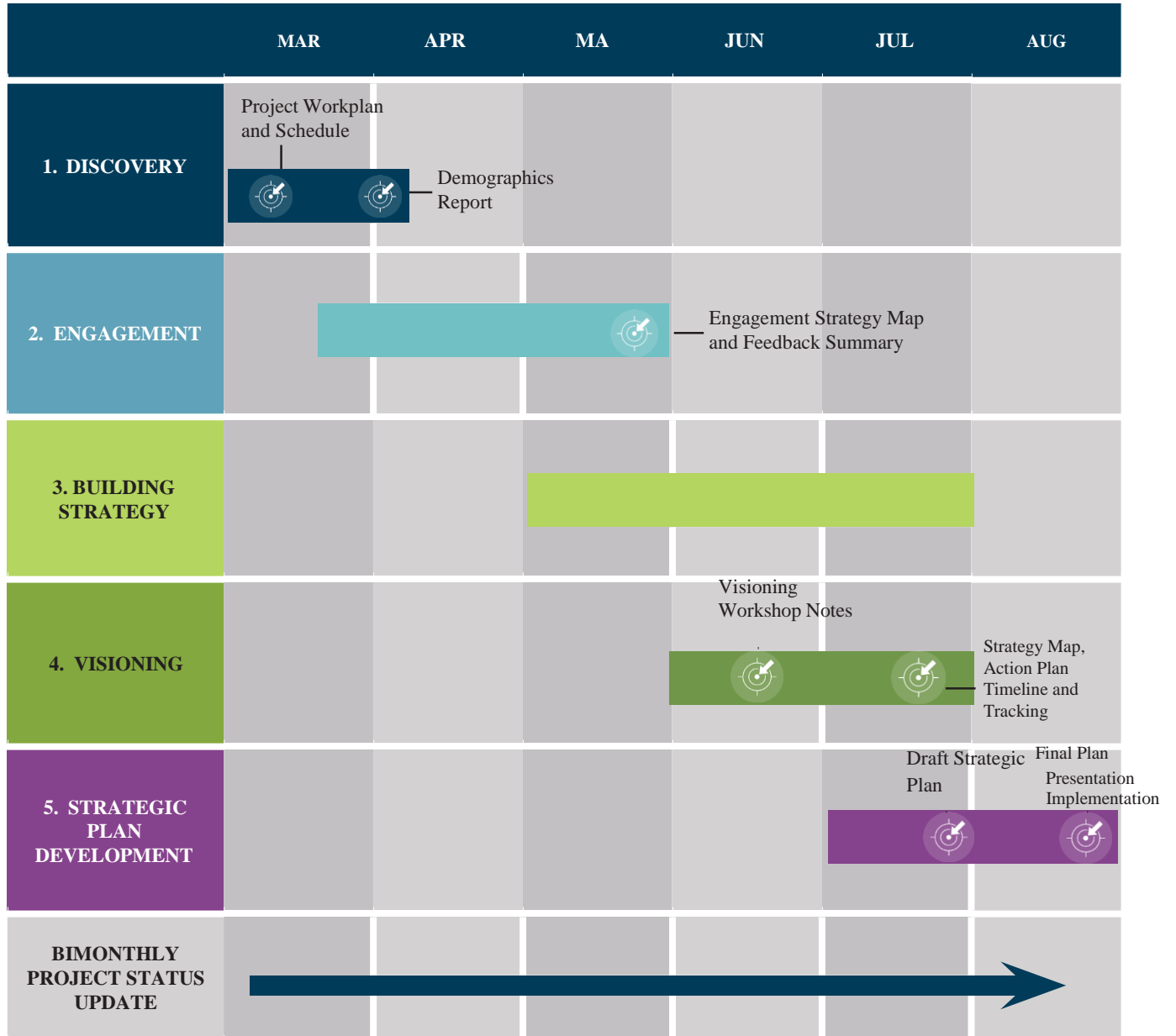
- Internal communication plans
- Identification of a plan champion or team of champions
- Methods of monitoring progress
- Ways to operationalize the mission, vision and values
- Employee and Board engagement
- Institutionalizing the process by documenting the steps in the process and continuous improvement of the process
- Ongoing plan adjustments
- Connection to the community

Deliverable 6 – Final Presentation

Deliverable 7 – Final Strategic Plan

Deliverable 8 – Implementation Strategy Documents

Proposed Workplan





Peninsula Metropolitan Park District

PO Box 425 – Gig Harbor, WA 98335
 253-858-3400 – info@penmetparks.org
www.penmetparks.org

DISTRICT COMMISSION MEMO

To: Board of Park Commissioners

Through: Ally Bujacich, Executive Director

From: Sherman Enstrom, Director of Finance and Administration

Date: March 1, 2022

Subject: **First Reading of Resolution RR2022-002 Adopting the Amended Policy P30-101: Human Resource Policy**

Background/Analysis

The Board of Park Commissioners passed Resolution R2004-012 on October 13, 2004 adopting Policy P30-101: Human Resource Policy. This policy has been amended several times, most recently in 2017. The purpose of Policy P30-101 is to guide the administration of human resources programs for District staff in alignment with all local, state, and federal laws and regulations related to employment.

The Board passed Resolution R2021-016 on July 20, 2021, which adopted the June 19, 2021 Board Retreat outcomes, including a policy review priority schedule. The schedule identifies reviewing Policy P30-101 as a high priority.

Staff, in consult with Compensation Connections, reviewed the policy and recommended changes, which were discussed with the Board at the February 15 study session. An employee handbook that provides more detailed guidance and information to District staff on the human resources programs, practices, policies, and procedures will be implemented as part of the amended policy.

Compensation Connections and legal counsel have reviewed the attached amended policy.

Recommendation

No Board action is recommended at the first reading. Staff recommends the Board pass Resolution RR2022-002 adopting the amended Policy P30-101: Human Resource Policy at second reading, which is scheduled for the March 15, 2022 Regular Board Meeting.

Policy Implications/Support

1. The District has adopted goals including prudent management of District funds.
2. The Board passed Resolution R2021-016 adopting the outcomes of the June 19, 2021 Board Retreat, including the goal to attract and retain high quality staff and the policy priority schedule.

If you have any questions or comments please contact Sherman Enstrom at (253) 313-5087 or via email at senstrom@penmetparks.org.

Attachments

- Exhibit A: Resolution RR2022-002



Peninsula Metropolitan Park District

RESOLUTION NO. RR2022-002

ADOPTING THE AMENDED POLICY P30-101: HUMAN RESOURCE POLICY

WHEREAS, Policy P30-101: Human Resource Policy (the “Policy”) guides the overall administration of human resources programs for District staff in alignment with all local, state, and federal laws and regulations related to employment; and

WHEREAS, the Executive Director has the authority to utilize the guidelines and policies incorporated in the Policy for making operational and personnel decisions for the organization; and

WHEREAS, a separate Employee Handbook provides more detailed guidance and information to PenMet Parks employees on the Human Resource programs, practices, policies, and procedures, and the Policy will be an Appendix of the Employee Handbook; and

WHEREAS, the Board of Park Commissioners has passed several resolutions amending the Policy and wishes to further amend 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 the amended Policy P30-101: Human Resource Policy attached as Exhibit A, which supersedes all previous versions of Policy P30-101.

The foregoing resolution was adopted at a regular meeting of the Board of Park Commissioners of the Peninsula Metropolitan Park District held on March 15, 2022.

President

Clerk

Attest

Exhibit A to Resolution RR2022-002



Peninsula Metropolitan Park District

Human Resource Policy

Policy Number:	Resolution Number:	Date Approved:	Supersedes the following Resolutions and Policies:
P30-101	RR2022-002	March 15, 2022	R2017-008 December 11, 2017 R2016-005 March 28, 2016 R2015-014 September 28, 2015 R2015-008 August 10, 2015 R2014-010 May 5, 2014 R2012-033 December 17, 2012 R2007-006 May 21, 2007 R2006-002 March 20, 2006 R2004-012 October 13, 2004

Policy: Human Resource Policy
(Approved by the PenMet Parks Board of Commissioners)

Purpose

This Human Resource Policy document guides the overall administration of Human Resources programs. The Executive Director of Peninsula Metropolitan Parks District (referred to as “PenMet Parks”) has the authority to utilize the guidelines and policies incorporated in this document for making operational and personnel decisions for the organization.

All employment policies will be executed in alignment with all local, state, and federal laws and regulations related to employment.

There is a separate Employee Handbook, approved by the Executive Director of PenMet Parks, that provides more detailed guidance and information to PenMet Parks employees on the Human Resource programs, practices, policies, and procedures. This Human Resource Policy will be an Appendix of the Employee Handbook.

Employment at Will

Employment at PenMet Parks is on an at-will basis which means that either the employee or PenMet Parks may terminate the employment relationship at any time, for any reason, with or without notice.

Nothing in this document, or any other document provided to an employee, creates or is intended to create an employment agreement, express or implied.

Equal Employment Opportunity (EEO)

PenMet Parks provides equal employment opportunities to all employees and applicants for employment without regard to race, color, creed, ancestry, national origin, citizenship, sex or gender (including pregnancy, childbirth, and pregnancy-related conditions), gender identity or expression (including transgender status), sexual orientation, marital status, religion, age, disability, genetic information, service in the military, or any other characteristic protected by applicable federal, state, or local laws and ordinances. Equal employment opportunity applies to all terms and conditions of employment, including hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training.

PenMet Parks believes in treating all employees with fairness, respect, and dignity. PenMet Parks believes in creating and maintaining an inclusive work environment that respects diverse ideas, backgrounds, and styles and believes diversity is supported through the selection, management, and retention of diverse employees.

Recruitment and Selection

PenMet Parks is committed to an open and fair recruitment and selection process that aligns with its mission and values. In support of this, PenMet Parks will strive to utilize a consistent approach to creating job descriptions, advertising jobs, and screening and selecting candidates.

Background Checks

PenMet Parks has a Criminal History Background Check Policy pursuant to RCW 35.61.130 (4). The full policy is included in the Appendix of this document.

Compensation

PenMet Parks strives for fair and equitable pay programs that are competitive and financially sustainable. We believe compensation is one important tool within a system to support, reinforce and align employees with our mission, culture, and operational and financial needs.

PenMet Parks will research competitive pay for similar jobs in our labor market, to ensure that we remain aware of relevant compensation trends. We consider our labor market to be other park and recreation organizations, government agencies, and private sector employers.

PenMet Parks utilizes the 50th percentile of market data as its market reference point. Jobs are placed into the pay range grid based on the results of the combination of external market data and internal value. The organization will periodically review market data to determine if changes are warranted to the pay range grid.

With the exception of the Executive Director, each job title within the District is classified into one of the District's classifications for salary purposes, based on job qualifications, level of responsibility, difficulty, working conditions, skill, hazard, and amount of supervision required for the specific job title. Each classification is designated a particular salary or salary range shown on the District's salary and wage schedule, which is approved annually by the Board of Park Commissioners.

Benefits

PenMet Parks supports work life balance and provides paid time off benefits including holidays, vacation, and sick time for employees to enjoy their life outside of work.

PenMet Parks strives to provide competitive insurance and retirement benefit programs that meet the needs of its employees and are financially sustainable. The benefits offerings will be reviewed and evaluated on a periodic basis to assess if they remain competitive and relevant to employees. Benefits are an important part of the Total Rewards package and support the organization's ability to attract and retain talent.

Employee Growth and Development

PenMet Parks believes that providing growth and development opportunities for its employees contributes to the enrichment of the whole person and aids in attracting and retaining talent that support the mission and values of the organization.

It is expected that leaders at PenMet Parks will conduct annual performance appraisals and engage in regular coaching and development conversations with their subordinate employees.

Leaves of Absence

PenMet Parks realizes that an employee may periodically incur a life event or health issue for themselves or a family member. The organization will comply with all state and federal leave laws to support an employee’s time off needed during these situations.

Technology Usage

PenMet Parks believes that the organization’s assets and property should be used by employees in the course of performing work and that personal usage should be limited to emergency situations only.

PenMet Parks understands that most items relating to the conduct of government or the performance of governmental functions, whether written, recorded, taped, or electronically stored is subject to public inspection and constitutes a public record.

Code of Conduct

PenMet Parks believes that employees should represent the organization to the public in a manner that is professional, courteous, efficient, and helpful. PenMet Parks also expects that leaders and employees should treat each other with professionalism, courtesy, dignity, and respect. In addition, employees will preserve and protect the organization’s equipment, grounds, facilities, and resources.

Confidentiality

PenMet Parks believes that the protection of confidential business information is vital to the interests and success of the organization. Therefore, employees are prohibited from providing or disclosing confidential documents or information to anyone not authorized to have such information.

PenMet Parks understands that as a public agency, the organization is required to make certain documents and information available to the public upon request. However, some employee personal information and documents are considered confidential and not subject to disclosure.

Conflict of Interest

PenMet Parks expects that all employees will conduct themselves and the organization’s business in a manner that reflects the highest standards of ethical conduct and in accordance with all federal, state, and local laws and regulations. This includes avoiding real and potential conflicts of interests.

Workplace Harassment

PenMet Parks is committed to providing a work environment that is safe and free from harassment. It is PenMet Parks’ policy to prohibit intentional and unintentional harassment of or against employees, job applicants, contractors, interns, volunteers, or employees based on actual or perceived race, color, creed, religion, national origin,

ancestry, citizenship status, age, sex or gender (including pregnancy, childbirth, and pregnancy-related conditions), gender identity or expression (including transgender status), sexual orientation, marital status, military service and veteran status, physical or mental disability, genetic information, or any other characteristic protected by applicable federal, state, or local laws.

Complaint Resolution

PenMet Parks believes open communication supports a more enjoyable and productive work environment. PenMet Parks strives to work together with employees and mutually resolve issues in a timely and responsible manner. PenMet Parks believes that employees should have an avenue to discuss any issues that remain unresolved and provides its employees with complaint resolution procedures for resolving those situations.

Whistleblower

PenMet Parks recognizes and supports the right of every employee to report alleged improper actions by a PenMet Parks official or employee that violates the law, abuses their authority, creates a danger to the public health or safety, or is a gross waste of public funds. PenMet Parks supports State law that protects employees from retaliation or disciplinary action for reporting improper action in good faith and commits that employees will be protected from retaliation for reporting any such actions.

Health and Safety

PenMet Parks is committed to providing a safe and productive workplace for its employees, volunteers, guests, contractors, vendors, and the general public. This includes a work environment that is free from alcohol, drugs, other controlled substances, or threatened or actual workplace violence.

Conclusion

This document supersedes any previous verbal or written policies that may be inconsistent with this version of the HR Policy. As PenMet Parks grows and changes, the Human Resources policies may change. Therefore, PenMet Parks reserves the right to revise, supplement, clarify, or rescind any policy or portion of a policy when deemed appropriate by the Board of Park Commissioners.



Peninsula Metropolitan Park District

PO Box 425 – Gig Harbor, WA 98335
 253-858-3400 – info@penmetparks.org
www.penmetparks.org

DISTRICT COMMISSION MEMO

To: Board of Park Commissioners

From: Ally Bujacich, Executive Director

Date: March 1, 2022

Subject: **First Reading of Resolution RR2022-003 Adopting the 2022 Budget Book**

Background/Analysis

The Board of Park Commissioners passed Resolution R2021-028 adopting the 2022 annual operating budget and Resolution R2021-029 adopting the 2022 annual capital budget on November 16, 2021. Allocations in both the operating and capital budgets advance the District’s mission to enhance the quality of life by providing parks and recreation opportunities for our community, the eight adopted strategic initiatives, and the goals and objectives adopted by the Board via Resolution R2021-016.

Policy P40-101: Comprehensive Financial Management Policy Section 5(C) states, in part, “the operating budget shall serve as the annual financial plan for the District. It will serve as the policy document of the Board for implementing the Board’s goals and objectives.”

The 2022 budget book entitled “Peninsula Metropolitan Park District Operating and Capital Budget 2022” provides a narrative describing the data contained in the adopted budgets. The budget book articulates the District’s purpose, goals and objectives, priorities, and organizational structure that are supported by the budget. It contains long-range revenue forecasts and the six-year Capital Improvement Plan. This and other information in the budget book further communicate the District’s annual financial plan.

From time to time, the Executive Director may recommend adjustments to funding allocations based on internal or external factors. Any such adjustments would be made in accordance with the budgetary control policies described in Policy P40-101: Comprehensive Financial Management Policy.

Recommendation

No Board action is recommended at the first reading. Staff recommends the Board pass Resolution RR2022-003 adopting the 2022 budget book at second reading, which is scheduled for the March 15, 2022 Regular Board Meeting.

Policy Implications/Support

1. The District has adopted the annual operating and capital budgets for 2022.
2. The District has adopted eight goals, including craft partnerships, acquire assets, develop and maintain-quality facilities and services, preserve open space, promote health and wellness, provide diverse recreational programs, prudent management of District funds, and trail planning and connections.
3. The Board passed Resolution R2021-016 adopting the outcomes of the June 19, 2021 Board Retreat, including goals and objectives.

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

Attachments

- Exhibit A: Resolution RR2022-003



Peninsula Metropolitan Park District

RESOLUTION NO. RR2022-003

ADOPTING THE 2022 BUDGET BOOK

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, Policy P10-101: Board Policy and Procedures states, in part, that PenMet Parks is accountable to its citizens for use of public dollars, and the limited financial resources of PenMet Parks must be wisely used to ensure adequate funding to support the services, public facilities, and infrastructure necessary to meet the community’s present and future needs; and

WHEREAS, the Executive Director recommended an operating and capital budget for 2022 that advances the District’s mission and prioritizes the adopted strategic goals and objectives; and

WHEREAS, the Board of Park Commissioners passed Resolution R2021-028 adopting the 2022 operating budget; and

WHEREAS, the Board of Park Commissioners passed Resolution R2021-029 adopting the 2022 capital budget; and

WHEREAS, Policy P40-101: Comprehensive Financial Management Policy states, in part, that the operating budget shall serve as the annual financial plan for the District and will serve as the policy document of the Board for implementing the Board’s goals and objectives; and

WHEREAS, the 2022 budget book contains information describing the District’s mission, strategic goals and objectives, priorities, and organizational structure that are supported by the adopted budget allocations; NOW THEREFORE BE IT

RESOLVED, by the Board of Park Commissioners that PenMet Parks adopts the 2022 budget book entitled “Peninsula Metropolitan Park District Operating and Capital Budget 2022” 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 March 15, 2022.

President

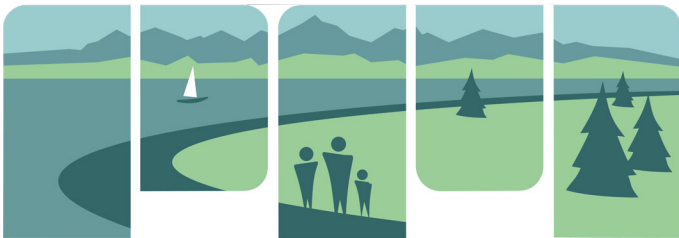
Clerk

Attest

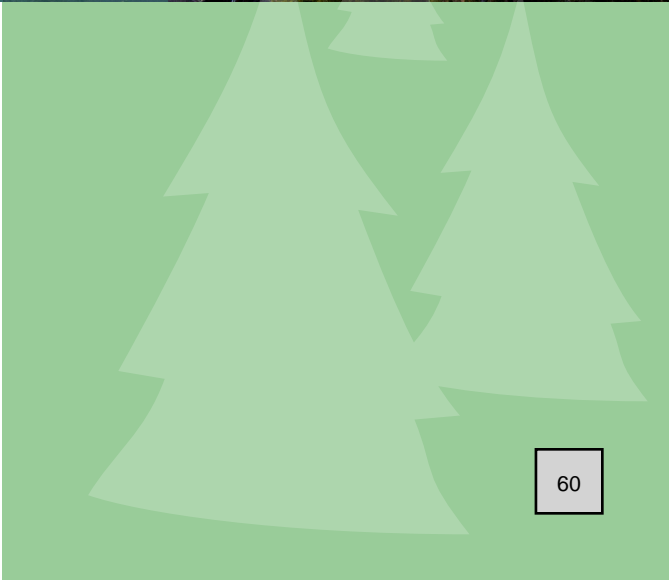


OPERATING AND
CAPITAL BUDGET

2022



PenMet Parks
Gig Harbor, Washington



ORGANIZATION OVERVIEW

Peninsula Metropolitan Park District (PenMet Parks) was formed in 2004 by a vote of the people to provide park and recreation services on the Gig Harbor Peninsula. Since its inception, PenMet Parks has adapted to best serve the needs of our growing community. Today, PenMet Parks manages over 650 acres of parkland and provides a diverse array of recreation programs. The mission of PenMet Parks is to enhance the quality of life by providing parks and recreation opportunities for our community.

PenMet Parks is governed by a five-member Board of Park Commissioners that are elected to serve six-year terms by voters in the area of unincorporated Pierce County west of the Tacoma Narrows Bridge and east of the Purdy Bridge. The Executive Director is appointed by the Board of Park Commissioners to serve as the District's Chief Executive Officer.



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

EXECUTIVE DIRECTOR'S BUDGET MESSAGE

Dear Peninsula Metropolitan Park District Honorable Board of Park Commissioners and Community Members,

As 2021 draws to a close, our community and the world around us have continued to rapidly evolve. Throughout the unprecedented changes we have collectively experienced, parks and recreation are increasingly important to our well-being. Parks and open spaces provide places to gather, to find solitude, to celebrate, and to reflect. Recreation programs provide opportunities for enrichment and building community. Now more than ever, the parks and recreation opportunities that PenMet Parks provides are truly enhancing the quality of life for our community.

Looking to 2022 and beyond, we expect more changes are ahead. We anticipate continued strong demand for high-quality park and recreation services as we adapt to circumstances surrounding the COVID-19 pandemic. Further on the horizon, the future completion of the Community Recreation Center will substantially increase the services we provide.

PenMet Parks is poised to enter its next phase, and the 2022 budget is centered around maximizing community benefit by strategically positioning PenMet Parks for the future. Every line item in the budget purposefully advances the District's mission and the Board and staff's shared goals and objectives, many of which are intentionally foundational in nature.

Major areas of focus in the 2022 operating budget include: elevating community programs, enhancing community, sports and fitness, senior, and adaptive and specialized recreation programs for youth and adults alike, providing high-quality community events, and implementing systems designed to deliver more effective and efficient services. Significant community outreach and engagement efforts are planned for 2022, and your voices will help shape the District's short- and long-range plans.

The capital budget prioritizes critical programmatic and major maintenance needs to provide safe and welcoming spaces for all. The renovation of Rosedale Hall, and completing the renovation of the historic Arletta Schoolhouse at Hale Pass Park, will provide the community with attractive and functional gathering places. Replacing aged systems, structures, and other physical assets will address deferred maintenance priorities across the District. An in-depth study for a community aquatic center and space for seniors will assess community need and determine its feasibility. Finally, we will continue to prepare to open the Community Recreation Center, which will provide necessary indoor recreation amenities for the community.

The 2022 budget is responsive, sustainable, and fiscally sound. Allocated funds are designed to improve the parks and recreation services to benefit all community members, while building the strong foundation necessary to meet the opportunities and challenges we will encounter. We are all PenMet Parks and, at this defining moment, we are energized and prepared for what lies ahead.

Sincerely,



Ally Bujacich
Executive Director
Peninsula Metropolitan Park District

DISTRICT LEADERSHIP



Pictured from left to right: Laurel Kingsbury, Maryellen (Missy) Hill, Steve Nixon, Amanda Babich, Kurt Grimmer

BOARD OF PARK COMMISSIONERS

	Expiration of Term
Amanda Babich President	December 31, 2023
Steve Nixon Clerk	December 31, 2027
Kurt Grimmer Commissioner	December 31, 2025
Maryellen (Missy) Hill Commissioner	December 31, 2027
Laurel Kingsbury Commissioner	December 31, 2025

LEADERSHIP

Ally Bujacich
Executive Director

Sherman Enstrom
Director of Finance and Administration

Denis Ryan
Director of Park Services

Matthew Kerns
Manager of Recreation Services



BUDGET RESOLUTION



Peninsula Metropolitan Park District

RESOLUTION NO. R2021-032

ADOPTING THE 2022 ANNUAL OPERATING BUDGET

WHEREAS, the Executive Director of the Peninsula Metropolitan Park District has recommended a balanced budget and estimate of monies required to meet public expenses, bond retirement, interest, and the priorities, goals, and objectives for 2022 as adopted by the Board of Park Commissioners on July 16, 2021 for the 2022 calendar year; and

WHEREAS, the detailed budget is specified in the Executive Director's 2022 annual operating budget; and

WHEREAS, notice was published in the official legal notices of the local newspaper on October 21, 2021, October 28, 2021, November 4, 2021, and November 11, 2021 that the Board of Park Commissioners would meet on November 2, 2021 and again on November 16, 2021 to consider the proposed budget and to allow the public an opportunity to be heard regarding the proposed 2022 budget; and

WHEREAS, the Board of Park Commissioners did meet at the time specified and offered the opportunity for interested taxpayers and members of the public to comment on the proposed budget as detailed below:

- November 2, 2021
 - First Public Hearing Regarding the Proposed 2022 Budget
 - Public Hearing Public Hearing Regarding the Proposed 2021 Levy of Regular Property Tax for Collection in 2022
 - Adoption of the 2021 Levy of Regular Property Tax for Collection in 2022

- November 16, 2021
 - Second Public Hearing on the Final 2022 Budget
 - Adoption of the 2022 Operating Budget

WHEREAS, the proposed 2022 annual budget does not exceed the lawful limit of taxation as allowed to be levied by PenMet Parks for the purposes set forth in the budget, and estimated expenditures set forth in the budget are deemed necessary to provide park and recreation services to the community during the 2022 calendar year

NOW THEREFORE BE IT

RESOLVED, by the Board of Park Commissioners of the Peninsula Metropolitan Park District that the 2022 Operating Budget be adopted, approved and appropriated as follows:

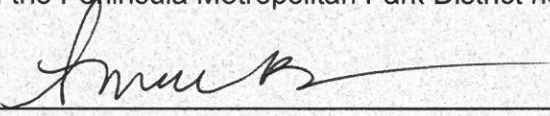
Resolution R2021-032

Section 1. The required expenditures for calendar year 2022 at the fund levels as specified and fixed in Exhibit A, attached hereto and incorporated by reference into this resolution.

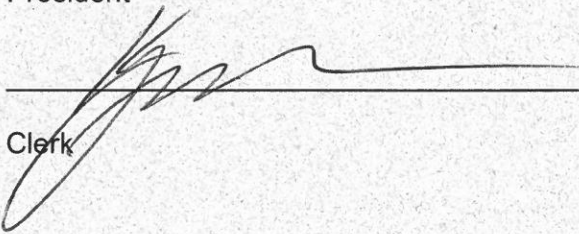
Section 2. The Secretary of the Board is directed to transmit a certified copy of the 2022 Operating Budget as adopted by the Board of Park Commissioners of the Peninsula Metropolitan Park District to the State Auditor of Washington, Division of Municipal Corporations.

Section 3. This resolution shall take effect January 1, 2022 at 12:01 a.m.

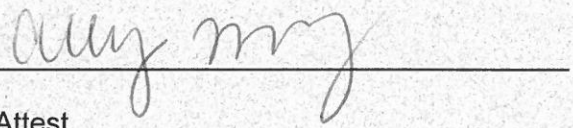
The foregoing resolution was adopted at a regular meeting of the Board of Park Commissioners of the Peninsula Metropolitan Park District held on November 16, 2021.



President



Clerk



Attest

Exhibit A
to
Resolution R2021-032
PenMet Parks 2022 Operating Budget

Fund Name	Beginning Balance	Revenues	Expenditures	Transfers in/out	Ending Cash (Reserve)
General Fund	\$2,938,952	\$8,703,999	(\$3,837,084)	(\$4,866,915)	\$2,938,952
Recreation Revolving Fund	\$531,848	\$689,901	(\$1,027,158)	\$200,000	\$394,591
Debt Service Fund	\$0	\$0	(\$951,758)	\$951,758	\$0
Debt Service Contingency Fund	\$600,000	\$0	\$0	\$200,000	\$800,000
Equipment Replacement Fund	\$488,186	\$0	(\$83,275)	\$83,111	\$488,022
Unrestricted Maintenance Reserve Fund	\$0	\$0	\$0	\$180,613	\$180,613
Maintenance Endowment Fund	\$421,582	\$660	(\$15)	\$0	\$422,227
<i>Total Operating Budget</i>	<i>\$4,980,568</i>	<i>\$9,394,560</i>	<i>(\$5,899,290)</i>	<i>(\$3,251,433)</i>	<i>\$5,224,405</i>



Peninsula Metropolitan Park District

RESOLUTION NO. R2021-029

ADOPTING THE 2022 ANNUAL CAPITAL BUDGET AND CAPITAL IMPROVEMENT PLAN

WHEREAS, the Executive Director of the Peninsula Metropolitan Park District has recommended a balanced budget and estimate of monies required to meet public expenses, bond retirement, interest, and the priorities, goals, and objectives for 2022 as adopted by the Board of Park Commissioners on July 16, 2021 for the 2022 calendar year; and

WHEREAS, a Six-Year Capital Improvement Plan (CIP) was developed in 2022; and

WHEREAS, Year One of the CIP serves as the Executive Director's 2022 annual capital budget; and

WHEREAS, notice was published in the official legal notices of the local newspaper on October 21, 2021, October 28, 2021, November 4, 2021, and November 11, 2021 that the Board of Park Commissioners would meet on November 2, 2021 and again on November 16, 2021 to consider the proposed budget and to allow the public an opportunity to be heard regarding the proposed 2022 budget; and

WHEREAS, the Board of Park Commissioners did meet at the time specified and offered the opportunity for interested taxpayers and members of the public to comment on the proposed budget as detailed below:

- November 2, 2021
 - First Public Hearing Regarding the Proposed 2022 Budget
 - Public Hearing Public Hearing Regarding the Proposed 2021 Levy of Regular Property Tax for Collection in 2022
 - Adoption of the 2021 Levy of Regular Property Tax for Collection in 2022

- November 16, 2021
 - Second Public Hearing on the Final 2022 Budget
 - Adoption of the 2022 Capital Budget

WHEREAS, the proposed 2022 annual budget does not exceed the lawful limit of taxation as allowed to be levied by PenMet Parks for the purposes set forth in the budget, and estimated expenditures set forth in the budget are deemed necessary to provide park and recreation services to the community during the 2022 calendar year;

NOW THEREFORE BE IT

RESOLVED, by the Board of Park Commissioners of the Peninsula Metropolitan Park District that the 2022 Capital Budget and 2022 Capital Improvement Plan be adopted, approved and appropriated as follows:

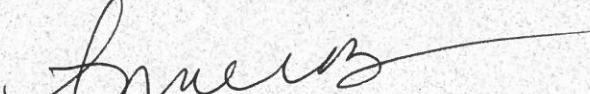
- Section 1. The required expenditures for the capital improvements for calendar year 2022 as specified and fixed in Exhibit A, attached hereto and incorporated by reference into this resolution.

Resolution R2021-029

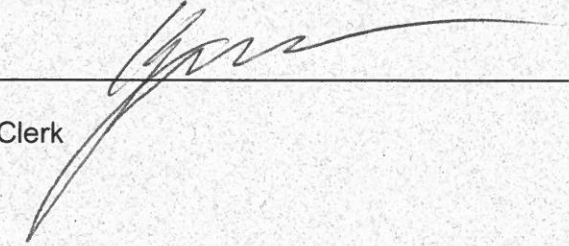
Section 2. The Secretary of the Board is directed to transmit a certified copy of the 2022 Capital Budget and 2022 Capital Improvement Plan as adopted by the Board of Park Commissioners of the Peninsula Metropolitan Park District to the State Auditor of Washington, Division of Municipal Corporations.

Section 3. This resolution shall take effect January 1, 2022 at 12:01 a.m.

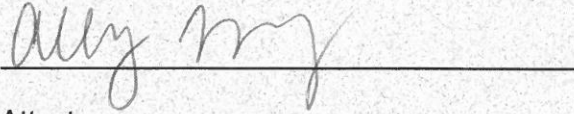
The foregoing resolution was adopted at a regular meeting of the Board of Park Commissioners of the Peninsula Metropolitan Park District held on November 16, 2021.



President



Clerk



Attest

Exhibit A
to
Resolution R2021-029
PenMet Parks 2022 Capital Budget and Capital Improvement Plan

Fund Name	Beginning Balance	Revenues	Expenditures	Transfers in/out	Ending Cash (Reserve)
Capital Project Fund	\$30,498,191	\$895,033	(\$33,147,957)	\$3,251,433	\$1,496,700

Year	Priority	Property	Project	2022 Capital Budget
2022	1	CRC	CRC Phase 1	\$23,650,116
2022	2	Hale Pass	Arletta Schoolhouse renovation	\$180,523
2022	3	Sehmel Homestead Park	Resurface playground	\$163,000
2022	4	Peninsula Gardens	Demolish damaged outbuildings and house	\$23,000
2022	5	DeMolay Sandspit	Demolish damaged structures; replace with picnic shelter if feasible	\$245,000
2022	6	Narrows Beach	Demolish damaged mobile home	\$24,000
2022	7	Sunrise Beach	Demolish deteriorating structure	\$17,000
2022	8	Rosedale Hall	Renovate Rosedale Hall	\$1,517,000
2022	9	District	Key and access control plan	\$83,000
2022	10	District	Signage and wayfinding master plan design	\$75,000
2022	11	Peninsula Gardens	Community aquatic center feasibility study	\$105,000
2022	12	Harbor Family	Improve parking area	\$29,000
2022	13	Peninsula Gardens	Deferred maintenance	\$36,000
2022	14	District	Unidentified life safety or deferred maintenance issues	\$50,000
2022	15	Narrows West	Acquisition costs	\$8,000
Total 2022 CIP Expenses				\$26,205,639
2021 Carryforward Adopted Capital Expenses				\$6,942,318
Total 2022 Capital Budget				\$33,147,917

Resolution R2021-029

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OPERATING AND CAPITAL BUDGET SUMMARY

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APPENDIX

- Appendix A:
Comprehensive Financial Management Policy
- Appendix B:
Limited Tax General Obligation Bonds
- Appendix C:
6-Year CIP Project Detail





AGENCY PROFILE

PenMet Parks was formed by a majority vote of the people in 2004. Today, PenMet Parks serves over 40,000 residents on the Gig Harbor Peninsula within the unincorporated area of Pierce County west of the Tacoma Narrows Bridge and east of Purdy Bridge. The District manages over 650 acres of parkland within its boundaries that span over 50 square miles. PenMet Parks provides recreational programming designed to serve all ages in the form of community programs, recreational sports, programs for individuals with disabilities, and special events.

PenMet Parks' mission is to enhance the quality of life by providing parks and recreation opportunities for our community. Since its inception, PenMet Parks has found innovative and effective ways to meet the needs of the community by providing vital parks and recreation services. The District anticipates continued strong demand for high-quality programs and access to a diverse portfolio of well-maintained parks and properties, and the 2022 budget positions the District to respond proactively to changing needs in our community.

PenMet Parks is principally funded through property taxes, with other revenues collected from sales tax, charges for services, fees, and interest income.

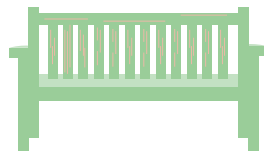


SYSTEMS AT A GLANCE

ASSETS



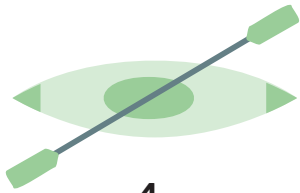
658
Acres



22
Parks



9
Buildings



4

Washington Water Trail Association Locations



8

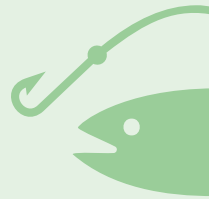
Designated Picnic Areas



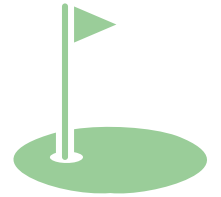
Sehmel
Homestead Park



Cushman Trail



Fox Island Fishing Pier



Madrona Links
Golf Course



4

Beaches



6

Multipurpose Fields



21 mi.
Trails



2

Dog Parks

PROGRAMS



Adaptive Recreation



Sports



Events



Fitness



Youth Programs



Art Programs

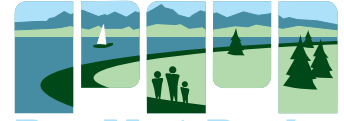


Summer Camps



Volunteers

DEVELOPED PARK PROPERTIES



PenMet Parks
Gig Harbor, Washington

- 1** **Sehmel Homestead Park**
- 2** **Sunrise Beach Park**
- 3** **McCormick Park**
- 4** **Rotary Bark Dog Park**
- 5** **Rosedale Park and Hall**
- 6** **Hales Pass**
- 7** **Harbor Family Park**
- 8** **Tacoma DeMolay Sandspit Nature Preserve**
- 9** **Madrona Links**
- 10** **Narrows Park**
- 11** **Tubby' Trail Dog Park**
- 12** **Fox Island Fishing Pier**
- 13** **Community Recreation Center / Mini Golf**

Baseball Field
Beach

Community Center
Community Hall

Dog Park
Fishing Spot

Golf Course
Playground

Hiking Trails
Forest

Sehmel Homestead Park
10123 78th Ave NW

Sunrise Beach Park
10015 Sunrise Beach Dr NW

McCormick Park
10301 Bujacich Rd

Rotary Bark Dog Park
10100 Bujacich Rd

Rosedale Park and Hall
8205 86th Ave NW

Hales Pass
3607 Ray Nash Dr NW

Harbor Family Park
6620 32nd St NW

Tacoma DeMolay Sandspit Nature Preserve
53 Bella Bella Drive Fi

Madrona Links
3604 22nd Ave NW

Narrows Park
1502 Lucille Pkwy NW

Tubby' Trail Dog Park
1701 14th Ave NW

Fox Island Fishing Pier
1453 Ozette Drive Fi

Community Recreation Center / Mini Golf
2416 14th Ave NW

BUDGET DEVELOPMENT



The 2022 budget is centered around PenMet Parks' short- and long-term priorities. At its core is our mission to enhance the quality of life by providing parks and recreation opportunities for our community. Each line item in the budget works in tandem with the others to support the advancement of the District's mission, strategic priorities, and the 2022 goals and objectives. The result is a comprehensive budget that is designed to maximize the way essential park and recreation resources are delivered to the community.

A BALANCED BUDGET

The \$6.3 million operating budget, which includes budgeted expenditures and interfund transfers in all operating funds, along with the \$33.1 million capital budget, represent a holistic approach to advancing the priorities of the District. The General Fund budget is balanced, with revenue equaling expenditures and preserves the General Fund's \$2.9 million beginning balance, which functions as the District's Unrestricted Reserve Fund.

FUNDING SOURCES

The General Fund is funded primarily through property and sales taxes. Property taxes anticipated to be collected in 2022 reflect the voter-approved levy lid lift that is in place through collection in 2023. Sales tax revenue is based on the Pierce County forecasted tax revenue.

The Recreation Revolving Fund is primarily funded through a combination of participant fees and transfers from the General Fund. Budgeted fees reflect a modest increase in the amount of programming offered, chiefly in programs serving special populations and youth recreational sports. Rental and facility use fees are budgeted using the 2021 fee schedule.

The Capital Project Fund is funded through a combination of transfers from the General Fund, grant funding, and interest income. In addition, the Capital Project Fund includes a beginning balance of \$30.5 million that is rolled forward to 2022 to fund projects identified in the approved Capital Improvement Plan (CIP).

Net revenue from facility rentals and fees are realized in the General Fund and the Recreation Revolving Fund, then transferred to the Unrestricted Maintenance Reserve Fund.

All other operating funds not listed above are funded through transfers from the General Fund.

EXPENDITURES

Budgeted expenditures are allocated to reflect the priorities of the District. The factors guiding the priorities reflected within the 2022 budget include:

- ✓ **Mission:** the budget advances PenMet Parks' mission to enhance the quality of life by providing parks and recreation opportunities for our community.
- ✓ **Adopted goals and objectives:** The budget prioritizes the 2022 goals and objectives adopted by the Board of Park Commissioners through Resolution R2021-016.
- ✓ **2018 Comprehensive Parks, Recreation, and Open Space (PROS) Plan:** the budget reflects the eight strategic priorities defined in the District's PROS plan.
- ✓ **Sustainability:** budget proposals are evaluated for their long-term sustainability, considering the current and future needs of the District.

Operating expenditures reinforce PenMet Parks' commitment to provide high-quality parks and recreation services to the community. Funding is allocated to provide enhanced recreation programs, an increased focus on preventative and deferred maintenance, an emphasis on planning and public outreach, and strong central services to support District operations and provide excellent customer service. The 2022 budgeted transfers to the voluntary Debt Service Contingency Fund and Unrestricted Maintenance Reserve Fund are reflective of PenMet Parks' policy to provide sufficient cash flows to meet operating and capital expenses, while also providing the financial ability to address economic downturn and system emergencies.

Capital expenditures are based on the Capital Improvement Plan (CIP), which prioritizes projects based on clear criteria designed to develop and preserve physical assets at a level adequate to protect its capital investment and minimize future maintenance and replacement costs, while maximizing the return to the community. The 2022 CIP includes partially or fully funding 15 projects ranging from the planned Community Recreation Center to addressing deferred maintenance in several locations across the District.

- 1 ELEVATE PROGRAMS:**
Study, elevate, and develop programs that advance the mission, align with policy, benefit the District, and foster effective operations.
- 2 EFFECTIVE OPERATIONS:**
Implement effective administrative and operational procedures.
- 3 MANAGE PHYSICAL ASSETS:**
Effectively manage and maintain our assets to preserve existing infrastructure and provide parks and recreation opportunities for the community.
- 4 STRATEGIC PROGRAM DELIVERY:**
Strategically deliver recreation programs that respond to community need and align with strategic goals.
- 5 PLAN FOR THE COMMUNITY RECREATION CENTER:**
Plan and implement effective, high-quality operational procedures for the Community Recreation Center to ensure a smooth transition and maximize the community benefit when complete.
- 6 STAFF DEVELOPMENT:**
Attract and retain high-quality staff.
- 7 BOARD DEVELOPMENT:**
Intentionally focus on Board enrichment and engagement.
- 8 ENHANCED COMMUNICATIONS:**
Enhance communications with the public.
- 9 STRATEGIC PLANNING:**
Develop a 10-year strategic plan for PenMet Parks.

FUND ACCOUNTING AND LIST OF FUNDS

PenMet Parks' accounting and budgeting systems are organized and operated on a fund basis. Funds are accounting entities used to record revenues and expenditures. With some exceptions, the 2022 budget is adopted by the Board at the fund level. The District funds are:

GENERAL FUND

The General Fund is the principal operating fund of the District. Primary sources of revenue are property taxes, sales tax, charges for services, and interest income. Primary expenditures are operating expenses related to providing park and recreation opportunities to the community.

The General Fund also directs funding to other operating and capital funds through interfund transfers. In 2022, General Fund monies are budgeted to be transferred to the Recreation Revolving Fund, Debt Service Fund, Debt Service Contingency Fund, Equipment Replacement Fund, the Unrestricted Maintenance Reserve Fund, and the Capital Project Fund. The General Fund also includes the Unrestricted Reserve Fund, which is the ending balance of the Fund.

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 and facility rental and use fees, and through interfund transfers from the General Fund.

DEBT SERVICE FUND

The Debt Service Fund is used for the retirement of general, long-term debt. Sources of revenue are interfund transfers from the General Fund.

DEBT SERVICE CONTINGENCY FUND

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

EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund is used to account for replacing major equipment and computers. Sources of revenue are interfund transfers from the General Fund.

UNRESTRICTED MAINTENANCE RESERVE FUND

The Unrestricted Maintenance Reserve Fund is a voluntary reserve fund created to provide financial security for ongoing park maintenance and operations in the event of reduced funding because of pro-rationing or other economic factors. Sources of revenue are net facility rental and use revenue, which are directed to the Fund through interfund transfers from the General Fund and the Recreation Revolving Fund.

UNRESTRICTED AND RESTRICTED MAINTENANCE ENDOWMENT FUNDS

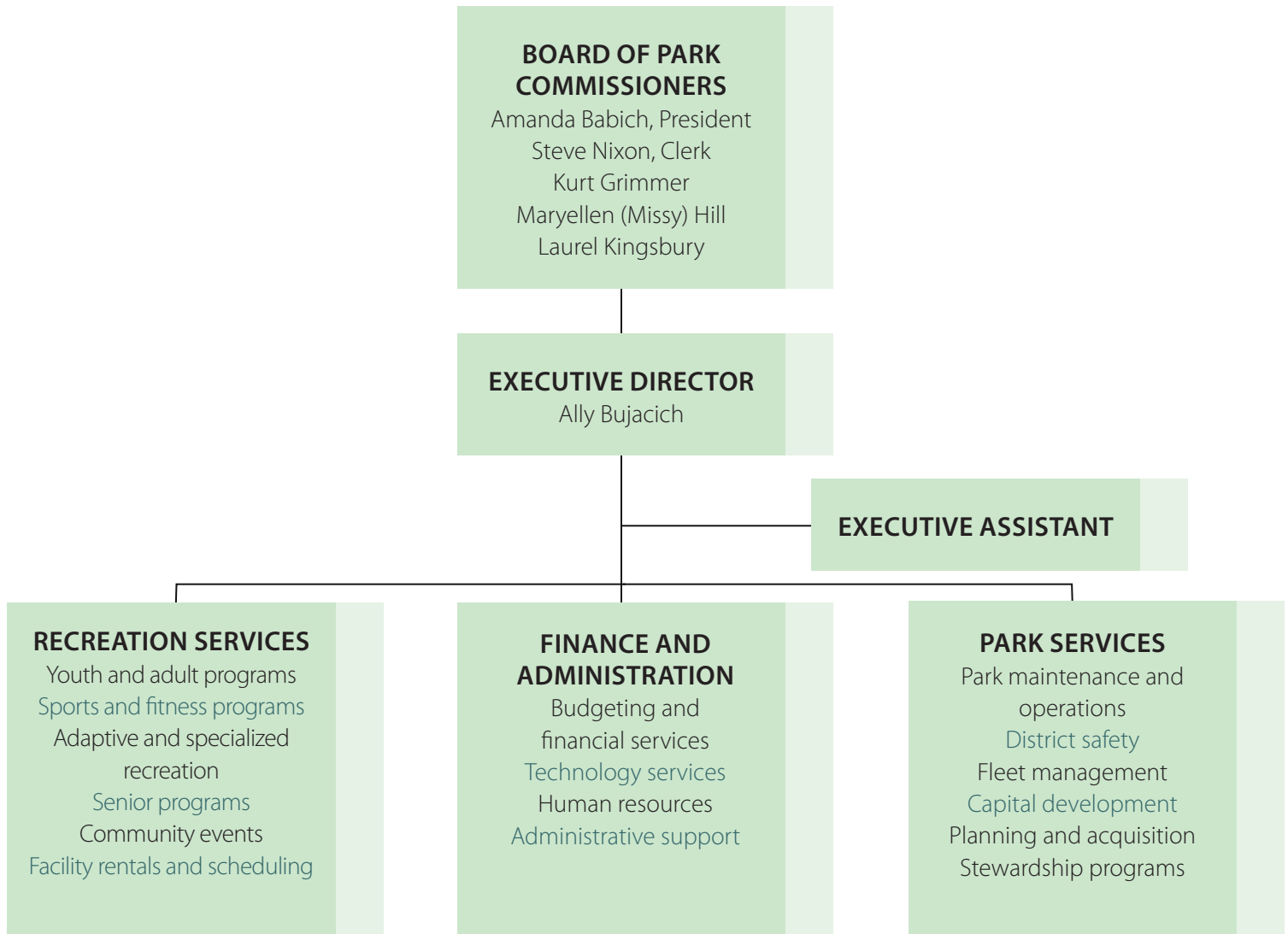
The long-range goal of the restricted unrestricted maintenance endowment funds is to provide annual interest in an amount sufficient to fund the annual maintenance of all of the District's parks and facilities.

CAPITAL PROJECT FUND

The Capital Project Fund is used to support the capital projects identified in the CIP. Primary sources of revenue in 2022 are interfund transfers from the General Fund, grants, and investment income. In addition, there is a forecasted beginning balance of \$30,498,191.

ORGANIZATIONAL STRUCTURE AND FUNCTIONS

The District’s organizational functions are spread across three divisions. The 2022 budget is structured to closely mirror the District’s organizational structure.



2022 PERSONNEL SUMMARY				
Division	2021 Budgeted FTEs	2021 Actual FTEs	2022 FTEs	Net Change in FTEs
Executive/Administration	4.5	3.5	6.0	2.5
Park Services	11.3	8.8	11.8	3.0
Recreation Services	6.4	7.1	9.2	2.1
Total	22.2	19.4	27.0	7.6

2022 summary of personnel by Division with variance to forecasted 2021 actual staffing.

**MAY-
JUNE**



Staff develops 2022 goals and objectives and Capital Improvement Plan (CIP) priorities.

JUNE



Board reviews Executive Director's 2022 goals and objectives and CIP priorities.

JULY



Board passes Resolution R2021-016 adopting the 2022 goals and objectives, CIP priorities, and other priorities.

**AUG-
SEPT**



Staff develops preliminary 2022 budget proposals.

SEPT



Board reviews Executive Director's proposed six-year Capital Improvement Plan.

OCT



Board reviews Executive Director's preliminary 2022 budget proposal.

NOV



Board conducts public hearings for 2022 operating and capital budget proposals to hear public comment.
Board adopts 2022 operating and capital budgets.

JAN



Staff implements adopted 2022 operating and capital budgets.

2022 OPERATING AND CAPITAL BUDGET SUMMARY



The 2022 operating budget is \$6,279,903, which includes all budgeted expenditures in the General Fund and the Recreation Revolving Fund, and interfund transfers to special operating funds. Ending balances for each operating fund are budgeted to be flat or increased in 2022, with the exception of the Recreation Revolving Fund.

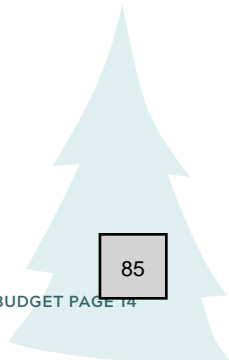
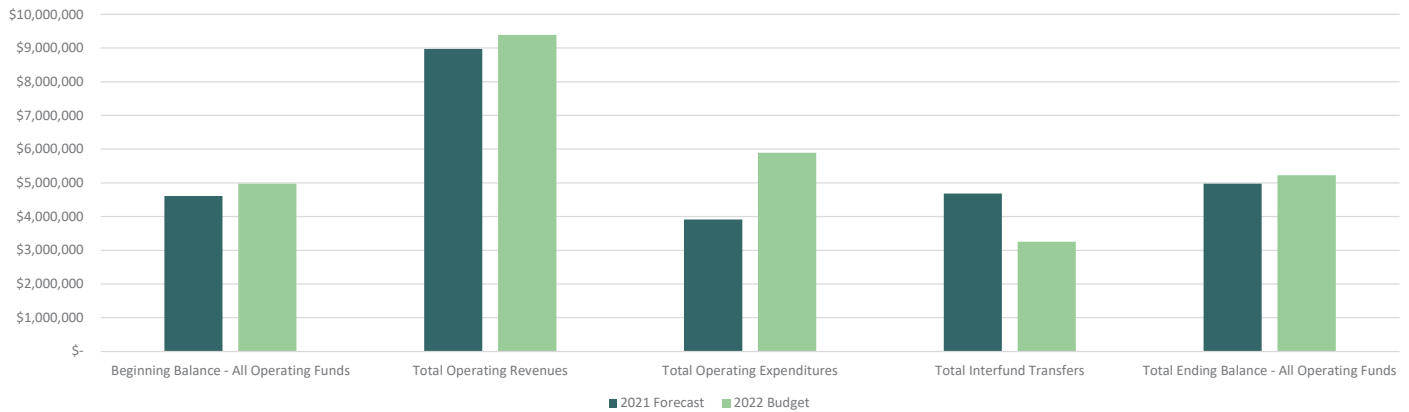
The Recreation Revolving Fund's 2021 forecasted ending balance is higher than expected due to realizing unbudgeted grant revenue in 2021. Some of the 2022 budgeted expenses will draw upon the ending balance. Despite this, the Recreation Revolving Fund's 2022 ending balance is higher than recent years.

OPERATING BUDGET – SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

FUND	2021 FORECAST	2022 BUDGET	VARIANCE
General Fund			
Beginning Balance	\$2,948,094	\$2,938,952	0%
Revenues	\$8,158,825	\$8,703,999	7%
Expenditures	(\$2,433,551)	(\$3,837,084)	58%
Transfers Out	(\$5,734,416)	(\$4,866,915)	-15%
<i>General Fund Ending Balance</i>	\$2,938,952	\$2,938,952	0%
Recreation Revolving Fund			
Beginning Balance	\$248,256	\$531,848	114%
Revenues	\$816,493	\$689,901	-16%
Expenditures	(\$683,749)	(\$1,027,158)	50%
Transfers In from General Fund	\$150,848	\$200,000	33%
<i>Recreation Revolving Fund Ending Balance</i>	\$531,848	\$394,591	-26%
Debt Service Fund			
Beginning Balance	\$0	\$0	-
Revenues	\$0	\$0	-
Expenditures	(\$789,288)	(\$951,758)	21%
Transfers In from General Fund	\$789,288	\$951,758	21%
<i>Debt Service Fund Ending Balance</i>	\$0	\$0	-
Debt Service Contingency Fund			
Beginning Balance	\$600,000	\$600,000	0%
Revenues	\$0	\$0	-
Expenditures	\$0	\$0	-
Transfers In from General Fund	\$0	\$200,000	-
<i>Debt Service Contingency Fund Ending Balance</i>	\$600,000	\$800,000	33%
Equipment Replacement Fund			
Beginning Balance	\$398,754	\$488,186	22%
Revenues	\$0	\$0	-
Expenditures	(\$17,500)	(\$83,275)	376%
Transfers In from General Fund	\$106,932	\$83,111	-22%
<i>Equipment Replacement Fund Ending Balance</i>	\$488,186	\$488,022	0%

Unrestricted Maintenance Reserve Fund			
Beginning Balance	\$0	\$0	-
Revenues	\$0	\$0	-
Expenditures	\$0	\$0	-
Transfers In from General Fund	\$0	\$180,613	-
<i>Unrestricted Maintenance Reserve Fund Ending Balance</i>	\$0	\$180,613	-
Maintenance Endowment Funds			
Beginning Balance	\$421,339	\$421,582	0%
Revenues	\$243	\$660	172%
Expenditures	(\$0)	(\$15)	114%
Transfers In	\$0	\$0	-
<i>Maintenance Endowment Funds Ending Balance</i>	\$421,582	\$422,227	0%
Total Operating Budget			
Beginning Balance - All Operating Funds	\$4,616,443	\$4,980,568	8%
Total Operating Revenues	\$8,975,561	\$9,394,560	5%
Total Operating Expenditures	(\$3,924,088)	(\$5,899,290)	50%
Total Interfund Transfers	(\$4,687,348)	(\$3,251,433)	
Total Ending Balance - All Operating Funds	\$4,980,568	\$5,224,405	5%

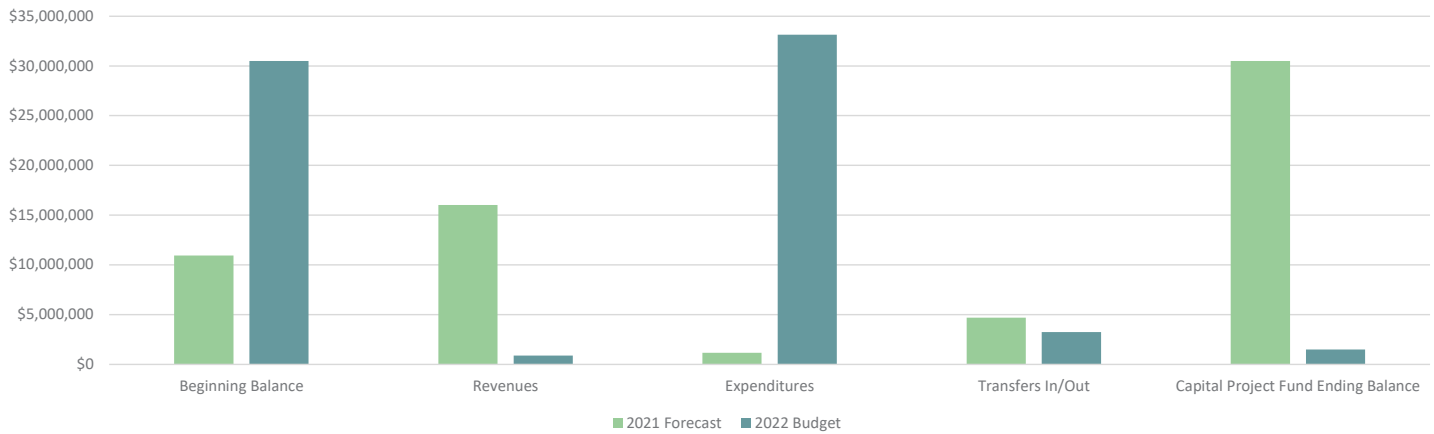
2022 OPERATING BUDGET SUMMARY - ALL FUNDS



The 2022 capital budget is \$33,147,957. Funding is identified to support the 15 capital projects identified in the 2022 CIP, as well as rollforward budgeted expenses for projects that were budgeted but not completed in 2021.

CAPITAL PROJECT FUND - SUMMARY OF REVENUES AND EXPENDITURES	2021 FORECAST	2022 BUDGET	VARIANCE
Beginning Balance	\$10,953,573	\$30,498,191	178%
Revenues	\$16,032,413	\$895,033	-94%
Expenditures	(\$1,167,790)	(\$33,147,957)	2739%
Transfers In from General Fund	\$4,679,995	\$3,251,433	-31%
Capital Project Fund Ending Balance	\$30,498,191	\$1,496,700	-95%

2022 CAPITAL BUDGET SUMMARY



OPERATING BUDGET



REVENUE FORECAST

PenMet Parks generates its funding from a variety of sources to provide parks and recreation services to the community. As an independent special purpose district, PenMet Parks relies on public tax dollars. Property tax collections comprise 90% of the District's total revenue, followed by sales taxes at 6%, earned revenue at 2.5% and other taxes at 1.5%. Earned revenue is provided by a combination of facility rentals and leases, interest income, and the proceeds from surplus sales of equipment.

Regular property tax revenue projections are calculated by the Pierce County Assessor's Office. Regular tax levies are authorized by state law for taxing districts to be levied without voter approval and are established by the Pierce County Assessor's Office annually. The tax rate consists of the annual levy rate applied to the assessed value of taxable property within the district. PenMet Parks has a regular tax levy rate limit at the maximum rate of \$0.75 per \$1,000 of assessed value.

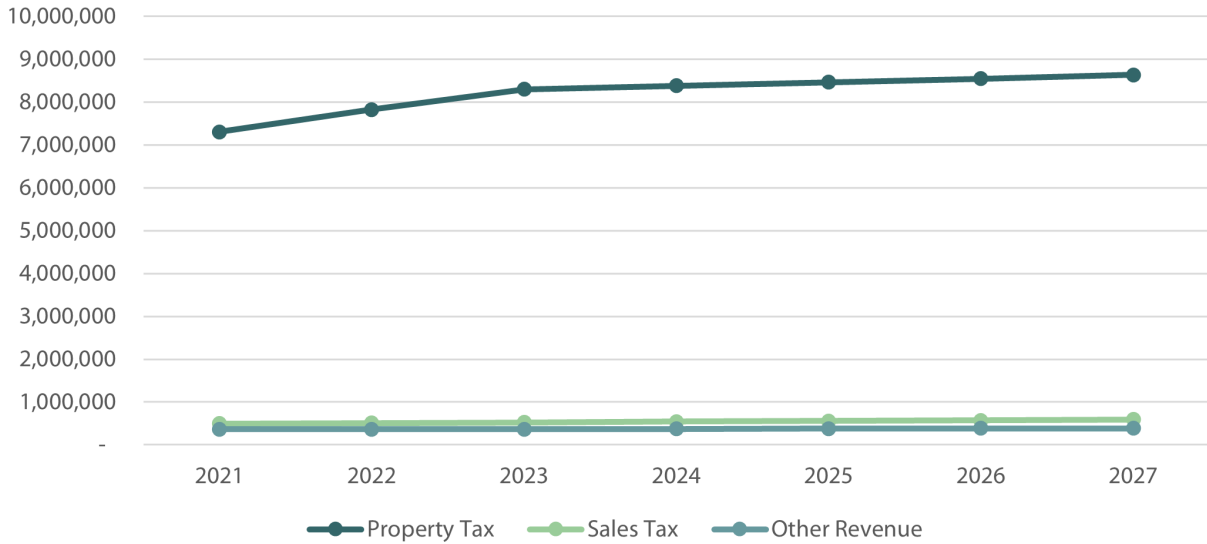
In 2017 voters approved a proposition authorizing an increase in the regular property tax levy, not to exceed \$.075 per \$1,000 of assessed value, which is in excess of the 1% per year limit factor established in RCW 84.55.010, and establishing a six-year limit factor to fund parks, park facilities, recreation programs including programming for seniors and vulnerable populations, improve access to Puget Sound and further develop trail systems. This "levy lid lift" became effective in 2018 and expires at the end of 2023.

Sales tax revenue is forecasted using historical and recent trends as well as statistical forecasts generated by the Pierce County Budget Office.



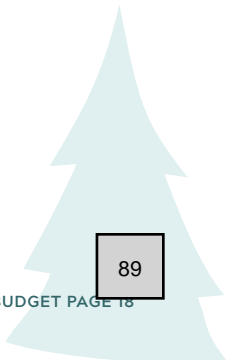
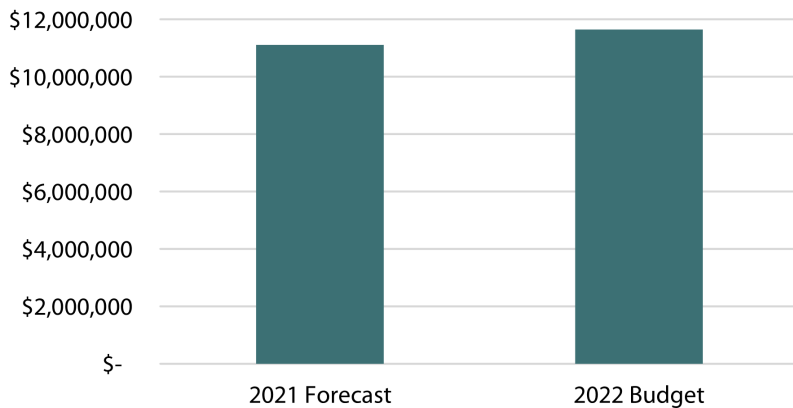
General Fund revenues have been steadily increasing in recent years due to two main factors: the six-year levy lid lift which allowed an additional 5% of property tax receipts above the statutory 1% provided by law, and increases in property valuation. The 2021 assessed value of property in the District is \$11.7 billion dollars.

GENERAL FUND REVENUE FORECAST



The 2022 budgeted revenues for the General Fund are \$11,642,951, which includes a beginning balance of \$2,938,952. This balance acts as the District’s Unrestricted Reserve Fund, which is established to offset unanticipated economic downturns and necessary revisions to any general municipal purpose fund, and to provide a sufficient cash flow for daily financial needs.

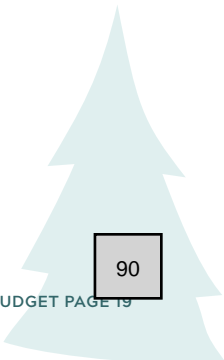
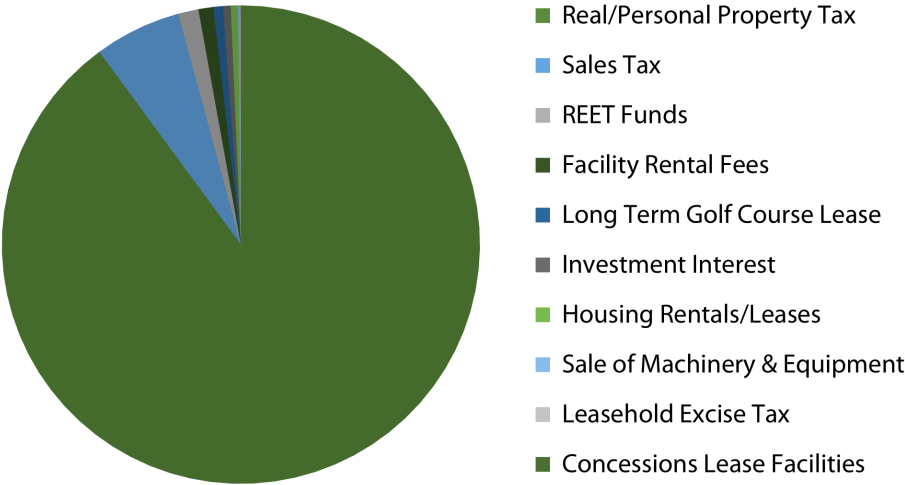
2022 TOTAL GENERAL FUND REVENUE



GENERAL FUND REVENUES BY SOURCE	2021 FORECAST	2022 BUDGET	VARIANCE
Beginning Balance	\$ 2,948,094	\$ 2,938,952	0%
Real/Personal Property Tax	\$ 7,306,786	\$ 7,825,858	7%
Sales Tax	\$ 496,584	\$ 510,000	3%
REET Funds	\$ 120,000	\$ 120,000	0%
Facility Rental Fees*	\$ 93,000	\$ 86,856	-7%
Long Term Golf Course Lease	\$ 57,000	\$ 57,000	0%
Investment Interest	\$ 13,000	\$ 45,000	246%
Housing Rentals/Leases*	\$ 48,385	\$ 42,172	-13%
Sale of Machinery & Equipment	\$ 6,000	\$ 10,000	67%
Leasehold Excise Tax	\$ 5,052	\$ 6,213	23%
Concessions Lease Facilities	\$ 900	\$ 900	0%
Other	\$ 12,118	\$ -	-100%
	\$ 11,106,919	\$ 11,642,951	5%

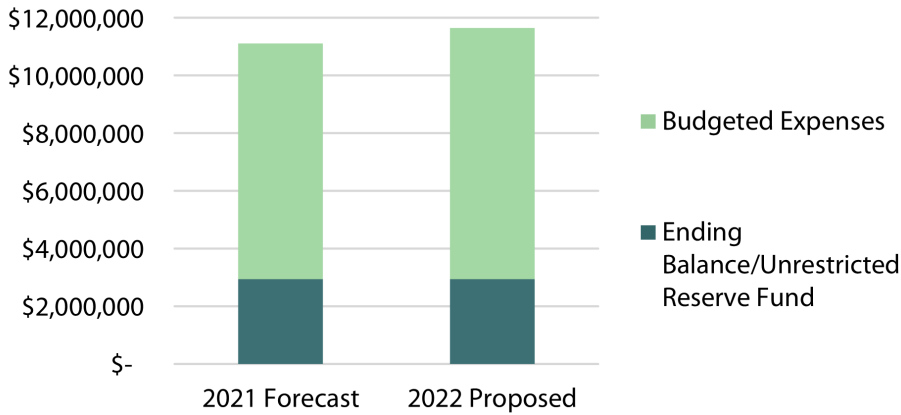
*Net rental and facility use fees shown in 2022.

2022 GENERAL FUND REVENUE BY SOURCE



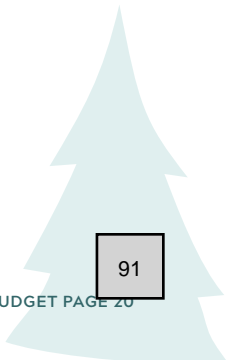
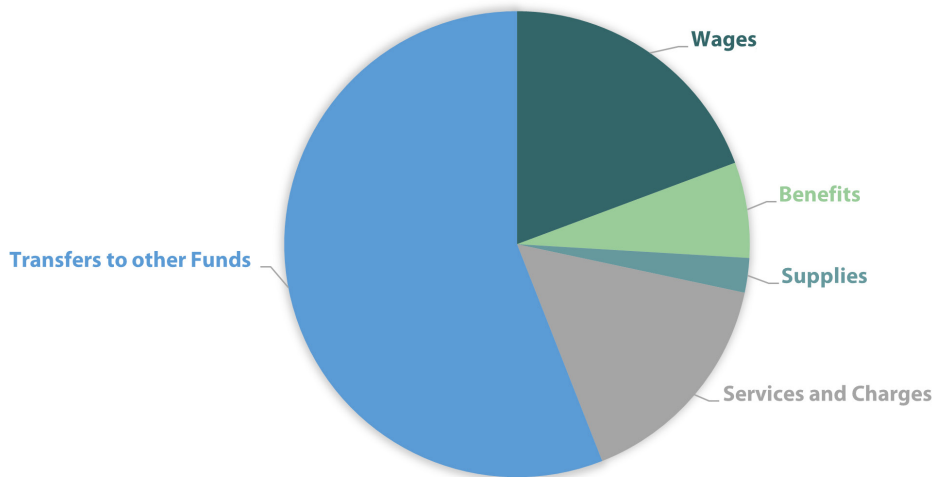
The 2022 budgeted General Fund expenditures are \$8,703,999, with \$3.8 million allocated to operating expenses and \$4.9 million allocated to interfund transfers. The total expenditures equal total new revenue for a balanced budget. The 2022 General Fund budget maintains the beginning balance of \$2,938,952, which acts as the Unrestricted Reserve Fund.

2022 GENERAL FUND EXPENDITURES

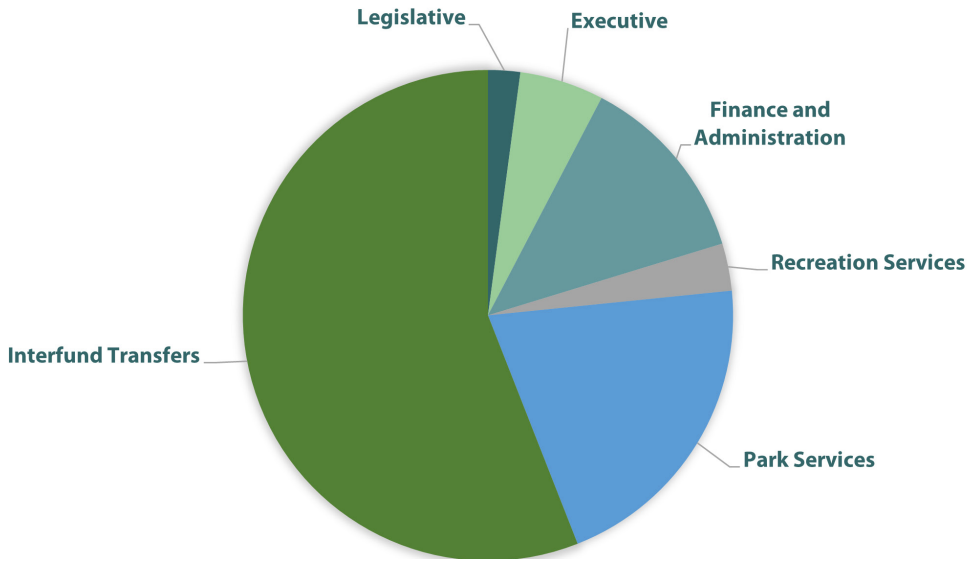


General Fund expenses include both department expenses and interfund transfers to the Recreation Revolving Fund, Debt Service Fund, Debt Service Contingency Fund, Equipment Replacement Fund, Unrestricted Maintenance Reserve Fund, and Capital Project Fund. Expenditures can be viewed from two perspectives: by expense type and by department.

2022 GENERAL FUND EXPENSES BY TYPE



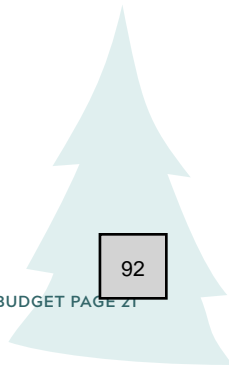
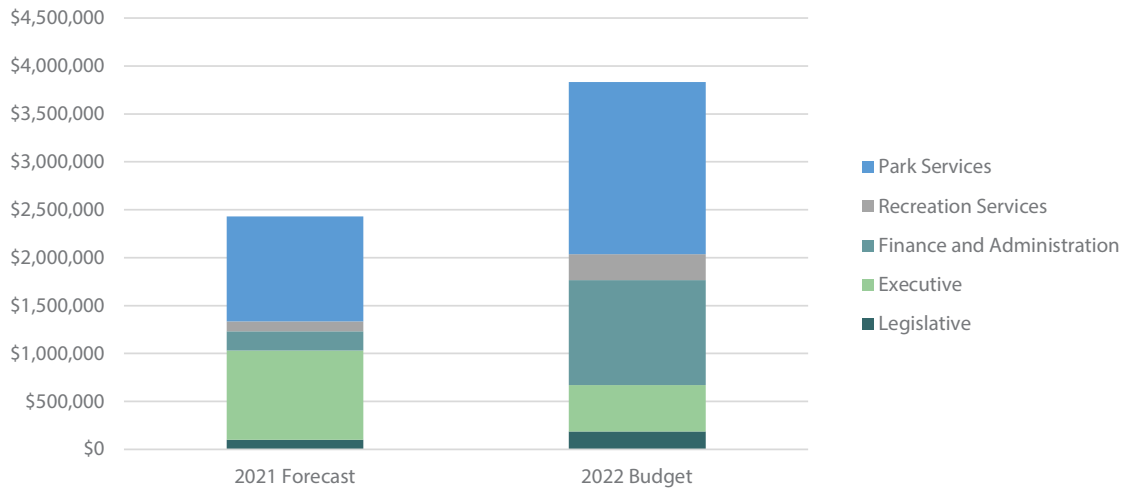
2022 GENERAL FUND EXPENSES BY DEPARTMENT



Within the General Fund, budget is allocated to each division. Excluding interfund transfers, the 2022 budgeted operating budget has increased by \$1.4 million, or 58%, from the 2021 forecasted actual expenditures. 2022 budget allocations focus on strategic staffing and implementation, which will be essential to advancing the identified goals and objectives.

The 2022 budget is designed to more closely align with the District’s organizational structure. As a result, central services and similar expenses that were previously contained within the Executive division have shifted to the Finance and Administration division.

2022 GENERAL FUND OPERATING EXPENSES



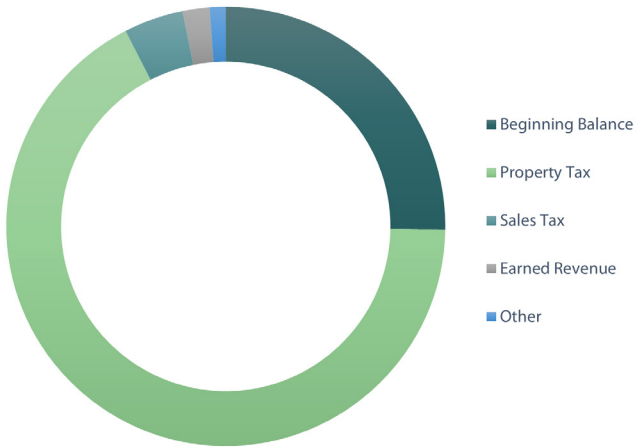
OPERATING BUDGET

Where the money comes from

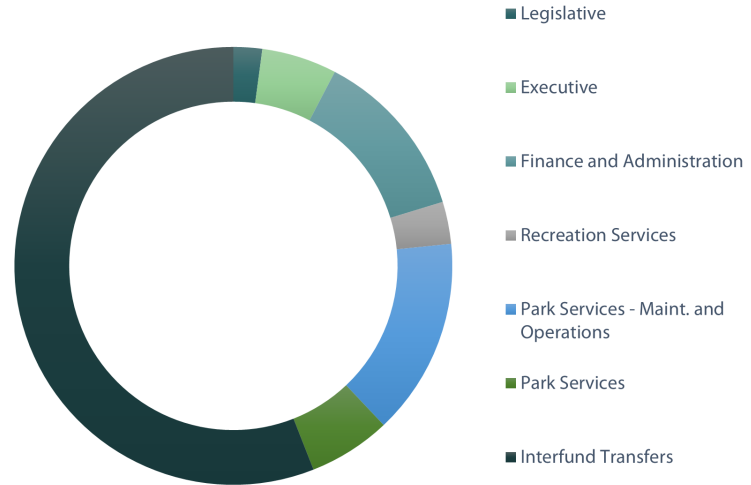
GENERAL FUND

What it pays for

SOURCES %



EXPENSES %



REVENUE SOURCES & USES

SOURCES	%	2021 FORECAST	2022 BUDGET
Beginning Balance	25%	\$2,948,094	\$2,938,952
Property Tax	67%	\$7,306,786	\$7,825,858
Sales Tax	4%	\$496,584	\$510,000
Earned Revenue	2%	\$211,385	\$231,029
Other	1%	\$144,070	\$137,112
Total Sources	99%	\$11,106,919	\$11,642,951

EXPENSES BY DEPARTMENT	%	2021 FORECAST	2022 BUDGET
Legislative	2%	\$96,578	\$184,133
Executive	5%	\$933,914	\$483,540
Finance and Administration	12%	\$200,671	\$1,097,334
Recreation Services	3%	\$103,425	\$271,125
Park Services - Maint. and Operations	14%	\$945,548	\$1,267,326
Park Services	6%	\$148,944	\$529,155
Interfund Transfers	56%	\$5,734,416	\$4,866,915

OTHER EXPENSES	0%	\$4,471	\$4,471
TOTAL EXPENSES	100%	\$8,167,967	\$8,703,999

CORE FUNCTIONS: Five elected Park Commissioners act as the governing body of PenMet Parks. The Board of Park Commissioners is responsible for approving the annual operating budget, the annual Capital Improvement Plan, and establishing the policy direction, goals, and objectives of the District.

LEGISLATIVE BUDGET SUMMARY

The 2022 Legislative budget includes expenses related to the division’s core functions, including commissioner compensation, development, and election expenses incurred in 2021 and realized in 2022.

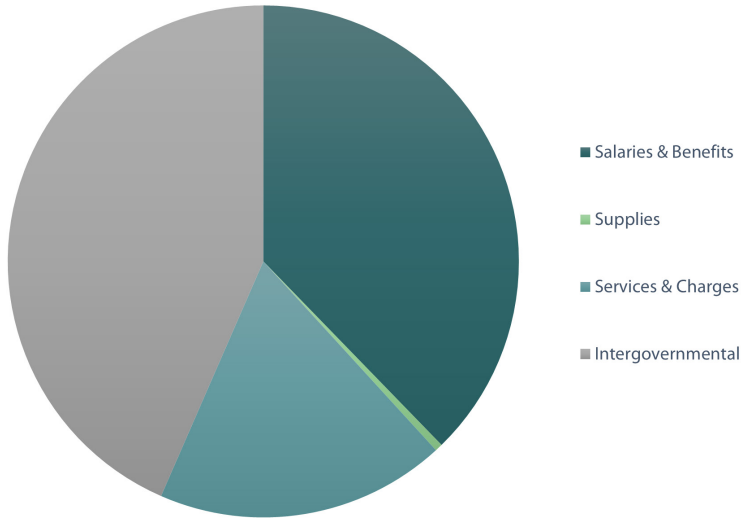
2022 PRIORITIES: The Board will work closely with the Executive Director to advance the District’s mission and each of the nine adopted goals and objectives. There is a planned focus on elevating programs to best serve the community, community outreach and feedback, Board development, and strategic planning.

BOARD DEVELOPMENT: Intentionally focus on Board enrichment and engagement.

- ✓ Develop more robust Commissioner onboarding procedures and materials.
- ✓ Develop strategies to intentionally engage and develop the Board throughout the year. Budget is allocated for Board development, including quarterly trainings and conference attendance.

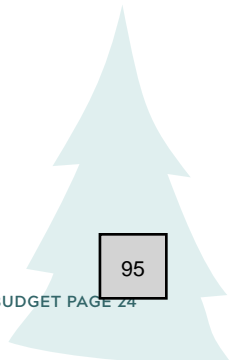


What it pays for



REVENUE SOURCES & USES		
SOURCES	%	2022 BUDGET
General Fund Revenues	100%	\$184,133
Total Sources	100%	\$184,133

EXPENSES	%	2022 BUDGET
Salaries & Benefits	38%	\$69,458
Supplies	0.5%	\$875
Services & Charges	18%	\$33,800
Intergovernmental	43%	\$80,000
Total Expenses	99.5%	\$184,133



CORE FUNCTIONS: Under the direction of the Board of Park Commissioners, the Executive Director acts as the Chief Executive Officer of the District, having overall responsibility for managing the District and directly assisting the Board in the planning, organization, and administration of all government functions.

The Executive Director assists the Board in conducting the District’s business in all matters, assumes other responsibilities as the Board directs, ensures that the District’s mission and goals are incorporated into operational activities and services, and keeps the Board informed of District programs, activities and events affecting District services.

EXECUTIVE BUDGET SUMMARY

The 2022 budget includes expenses related to the division’s core functions, including staff compensation and benefits, legal fees, the Executive Director’s discretionary fund, and expenses to support the creation of a strategic plan and branding plan.

2022 PRIORITIES: The Executive Director will work closely with the Board and staff to intentionally advance the District’s mission and each of the nine adopted goals and objectives.

STRATEGIC PROGRAM DELIVERY: Strategically deliver recreation programs that respond to community need and align with strategic goals.

- ✓ Develop mechanisms to collect participant, facility use, and attendee feedback to foster continuous improvement.
- ✓ Community outreach is an essential component of several planning efforts slated for 2022: the District 10-year strategic plan, the comprehensive program plan, the PROS plan, and the community aquatics center/senior facility feasibility study. Engagement will be completed strategically and effectively to achieve economies of scale and productively engage the community. Budget is allocated throughout the operating and capital budgets to support these efforts.

BOARD DEVELOPMENT: Intentionally focus on Board enrichment and engagement.

- ✓ Develop strategies to intentionally engage and develop the Board throughout the year.

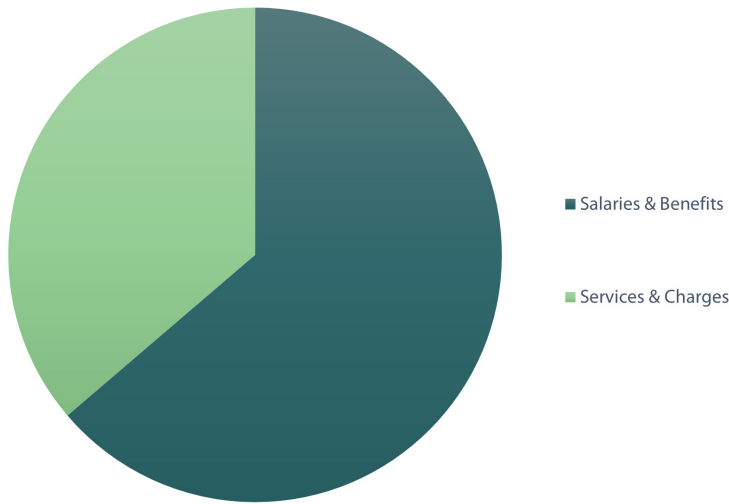
ENHANCED COMMUNICATIONS: Enhance communications with the public.

- ✓ Intentionally share PenMet Parks’ positive stories with the community.
- ✓ Create a branding plan that provides professional and consistent District communications and visuals.

STRATEGIC PLANNING: Develop a 10-year strategic plan for PenMet Parks.

- ✓ Develop a 10-year strategic plan for PenMet Parks. The Executive Director will engage the Board, staff, and the community in developing and communicating the District’s 10-year strategic plan to chart the direction of PenMet Parks for the next ten years. It will set District priorities and guide Board and staff actions ranging from significant decisions to daily tasks and reaffirm the mission and establish a vision and core values that reflect the District’s philosophies. The strategic priorities will inform future budgets, programs, the PROS plan, and capital project planning.

What it pays for



REVENUE SOURCES & USES

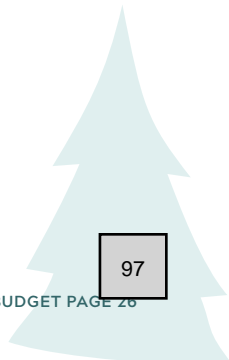
SOURCES	%	2022 BUDGET
General Fund Revenues	100%	\$486,240

Total Sources	100%	\$486,240
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EXPENSES

	%	2022 BUDGET
Salaries & Benefits	64%	\$309,940
Services & Charges	36%	\$176,300
Sales Tax on Rentals	0%	\$0
Supplies	0%	\$0

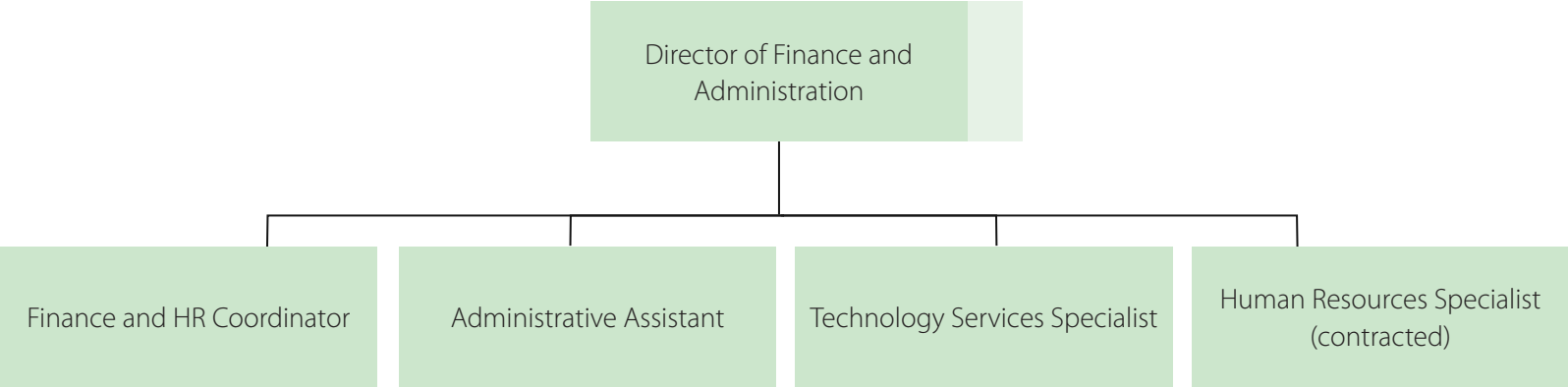
Total Expenses	100%	\$486,240
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CORE FUNCTIONS: The Division of Finance and Administration supports the District so it can provide park and recreation opportunities for the community. The Division is responsible for financial services, budgeting, and forecasting. In addition, the Finance and Administration division is responsible for risk management, human resources, technology services, customer services, and other administration functions required to operate the District.

FINANCE AND ADMINISTRATION BUDGET SUMMARY

The 2022 budget includes expenses related to division’s core functions, as well as other central services, such as staff training and development, leased office space, computer hardware and software, and similar administrative items. The budget also includes staff compensation and benefits, and staff and professional services required to provide financial, human resources, and technology services support.



2022 PRIORITIES:

EFFECTIVE OPERATIONS: implement effective administrative and operational procedures.

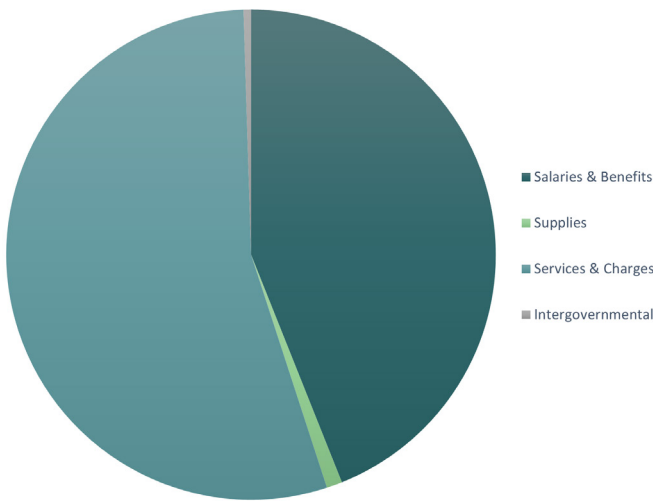
- ✓ Budget is allocated to staff and professional services to provide effective financial, human resources, and technology services support to improve service to internal and external customers.
- ✓ Implement safety and risk management measures. Funding is specifically allocated to the District safety program and employee training including CPR/First Aid training and providing AEDs at four locations.
- ✓ Research and implement software to manage electronic records and public record requests. Software will increase efficiencies and reduce the potential for human error associated with records retention/destruction and public records requests.
- ✓ Optimize program registration software use and administration. Perform a customer experience evaluation and use findings to develop recommendations for improvement. Audit staff roles and responsibilities to improve customer service and efficiency. The Technology Services Specialist will provide technical expertise to analyze and recommend best practices for registration software. Recreation Services will partner with the TS Specialist to lead the analysis and audit of current procedures to improve internal and external customer service.
- ✓ Review and update the emergency management plan. Audit and define emergency preparedness District-wide: response, roles, supplies, procedures, purchasing, and agreements. Review and update the emergency management plan.

STAFF DEVELOPMENT: attract and retain high-quality staff.

- ✓ Revamp employee training and development to attract and retain talented and engaged staff. Create a robust training and development program that fulfills regulatory requirements, incorporates safety training as recommended by the safety committee, and provides enrichment opportunities that advance the District’s mission, strategic priorities, and goals and objectives and providing staff with clear mechanisms for career development.
- ✓ Develop staff onboarding and exit procedures. Equip new employees with the tools and information needed to succeed in their positions beginning on their first day. An enhanced payroll and timekeeping system with some HR integration will improve processes and the employee onboarding/exiting procedures.

FUND: GENERAL FUND
DIVISION: FINANCE & ADMINISTRATION

What it pays for



REVENUE SOURCES & USES

SOURCES	%	2022 BUDGET
General Fund Revenues	100%	\$1,097,334
Total Sources	100%	\$1,097,334
EXPENSES	%	2022 BUDGET
Salaries & Benefits	44%	\$482,265
Supplies	1%	\$11,322
Services & Charges	55%	\$598,332
Intergovernmental	0%	\$5,415
Total Expenses	100%	\$1,097,334

CORE FUNCTIONS: The Division of Park Services is responsible for developing, operating, and maintaining the physical assets of the District.

PARK SERVICES

The Park Services department implements and oversees planning, design, and construction from project inception to close out to improve the District's physical assets. The department is responsible for completing and implementing planning documents, securing capital grant funding, and managing District stewardship programs, including the volunteer program, Park Enhancement Grant (PEG) program, and the Recreation Scholarship Program.

PARK SERVICES - MAINTENANCE AND OPERATIONS

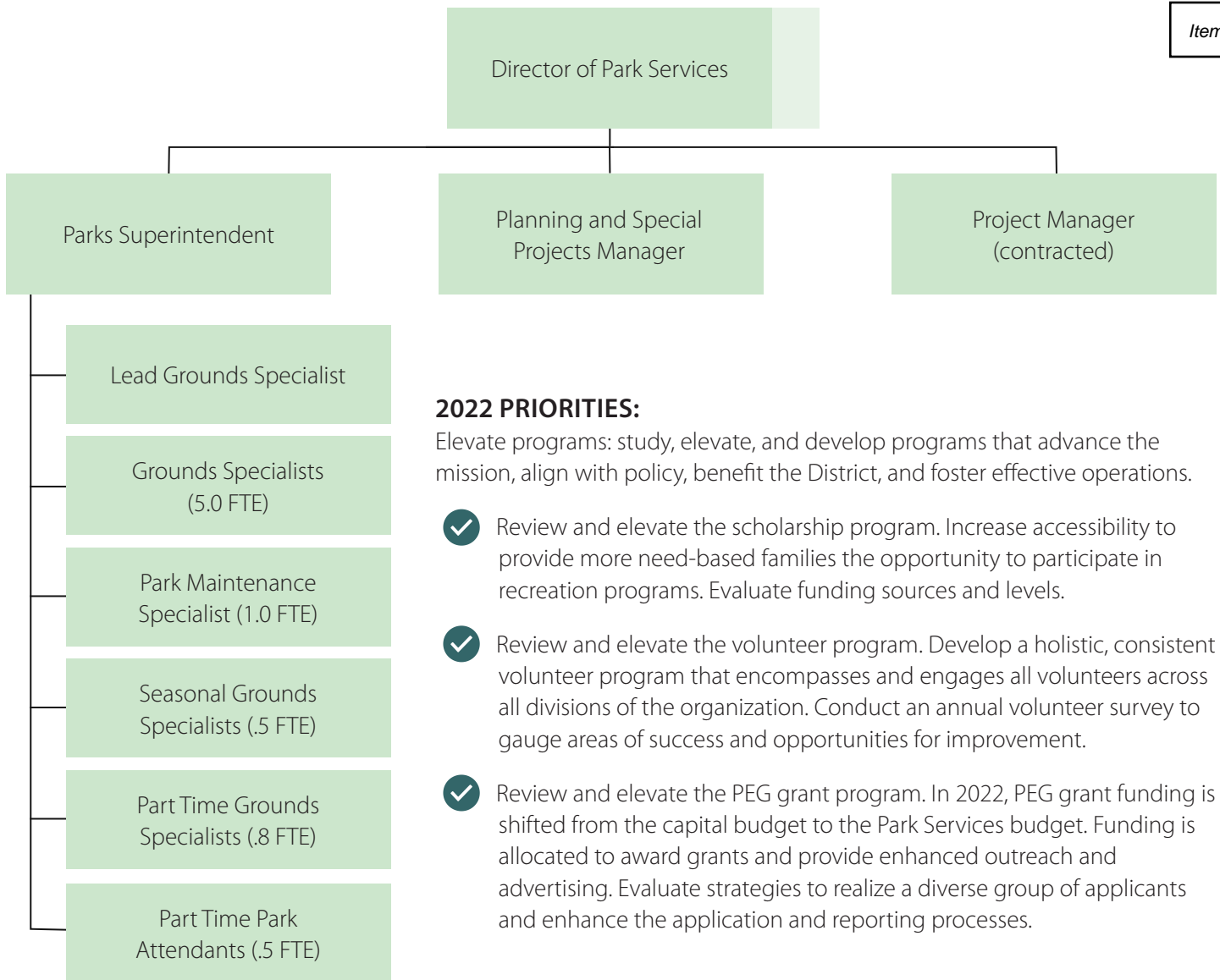
The Maintenance and Operations department conducts ongoing maintenance and operations to ensure District physical assets are safely and effectively operated to meet identified levels of service. The department is responsible for managing the District's fleet of vehicles and equipment, and oversees the District's safety program.

PARK SERVICES BUDGET SUMMARY

The 2022 budget reflects a commitment to efficient practices, proactive maintenance, enhanced operations, and long-range planning. Funds are allocated for staff compensation and benefits, supplies, and equipment, and professional and contracted services to augment staff resources and expertise. In 2022, long-range plans include the District's first facilities condition audit to create a plan to manage and address deferred maintenance, and completing an updated PROS plan.

Maintenance and Operations department staffing was analyzed to most effectively provide park services functions at the desired levels of service within available resources. Filling vacant positions and converting a portion of seasonal staff positions to regular full-time employees will result in an increase of three regular full-time maintenance staff in 2022. In addition, a new part-time park attendant position is budgeted to assist with park management during high-use times. With those changes, the 2022 maintenance and operation wages and benefits budget is reduced by nearly \$100,000 from the 2021 budget with a net budgeted increase of .5 full-time equivalent staff (FTE).





2022 PRIORITIES:

Elevate programs: study, elevate, and develop programs that advance the mission, align with policy, benefit the District, and foster effective operations.

- ✓ Review and elevate the scholarship program. Increase accessibility to provide more need-based families the opportunity to participate in recreation programs. Evaluate funding sources and levels.
- ✓ Review and elevate the volunteer program. Develop a holistic, consistent volunteer program that encompasses and engages all volunteers across all divisions of the organization. Conduct an annual volunteer survey to gauge areas of success and opportunities for improvement.
- ✓ Review and elevate the PEG grant program. In 2022, PEG grant funding is shifted from the capital budget to the Park Services budget. Funding is allocated to award grants and provide enhanced outreach and advertising. Evaluate strategies to realize a diverse group of applicants and enhance the application and reporting processes.

EFFECTIVE OPERATIONS: Implement effective administrative and operational procedures.

- ✓ Implement safety and risk management measures. Funding is specifically allocated to the District safety program and employee training, including Certified Playground Safety Inspector certification, and first aid supplies. Activate a staff safety committee to review and respond to incident reports and near miss reports. Committee will research, recommend, and administer a District-wide safety training and program.

MANAGE PHYSICAL ASSETS: Effectively manage and maintain our assets to preserve existing infrastructure and provide parks and recreation opportunities for the community.

- ✓ Complete a facilities condition audit. Funding is allocated to complete the District's first facilities condition audit which will identify, budget, and implement planned major maintenance (PMM) over the next 20-30 years. Annual PMM needs will be allocated from the CIP each year to improve the condition of facilities and reduce deferred maintenance by making appropriate investments, reduce reactive repairs and service disruptions, and assist with long-term capital project planning.
- ✓ Create an annual preventative maintenance schedule. A preventative maintenance plan will improve the condition of facilities and reduce reactive repairs and service disruptions. There may be an initial budget increase as we invest in our facilities, but proactive maintenance will reduce costly repairs over time and provide a better customer experience.
- ✓ Review the current caretaker program. Consider how the caretaker program could be structured to maximize public benefit. Address the deferred maintenance identified in the 2020 inspection reports.

STRATEGIC PROGRAM DELIVERY: Strategically deliver recreation programs that respond to community need and align with strategic goals.

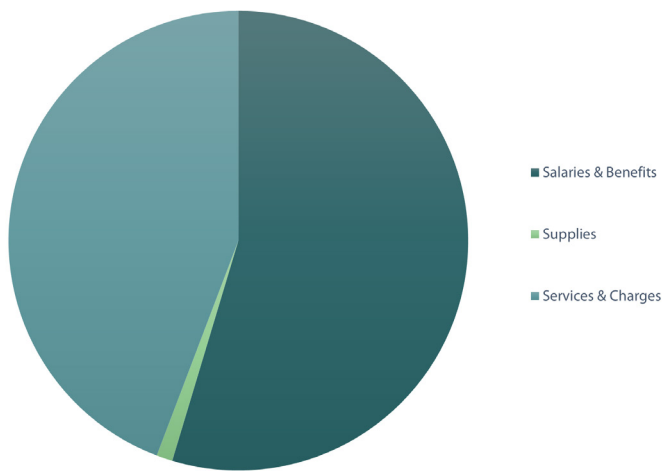
- ✔ Develop a mechanism to collect participant, facility use, and attendee feedback to foster continuous improvement. Budget is allocated to seek community feedback in order to ascertain need and priorities. Park Services staff will lead several key planning efforts that are dependent upon community engagement and feedback, including an updated PROS plan and a feasibility study for a community aquatics center.

PLAN FOR THE COMMUNITY RECREATION CENTER: Plan and implement effective, high-quality operational procedures for the Community Recreation Center (CRC) to ensure a smooth transition and maximize the community benefit when complete.

- ✔ In conjunction with the Recreation Services and Finance and Administration divisions, develop a CRC management plan that refines the operational pro forma to define operational framework. Engage stakeholders and the community.
- ✔ In conjunction with the Recreation Services and Finance and Administration divisions, develop a CRC staffing plan based on the management plan to allow the CRC to effectively deliver the desired programs and services identified by the community and seek opportunities for organizational efficiencies.

FUND: GENERAL FUND
DEPARTMENT: PARK SERVICES

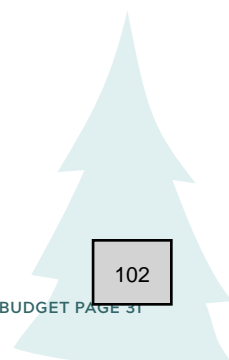
What it pays for



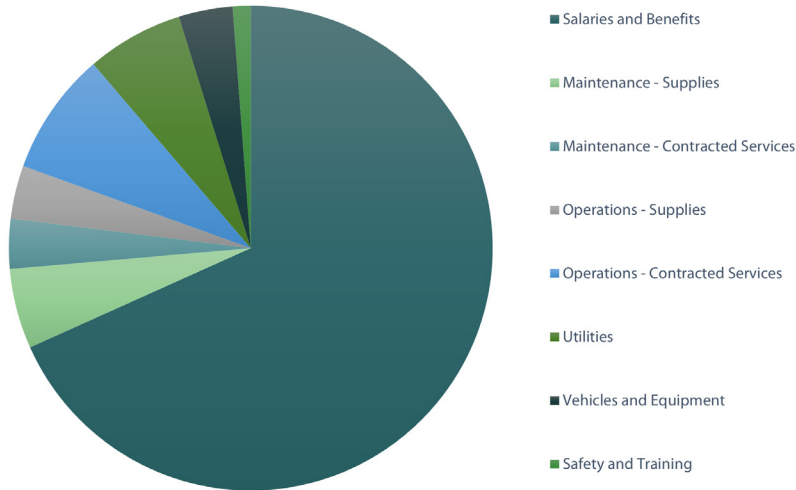
REVENUE SOURCES & USES

SOURCES	%	2022 BUDGET
General Fund Revenues	100%	\$529,155
Total Sources	100%	\$529,155

EXPENSES	%	2022 BUDGET
Salaries & Benefits	55%	\$289,167
Supplies	1%	\$6,000
Services & Charges	44%	\$233,988
Total Expenses	100%	\$529,155



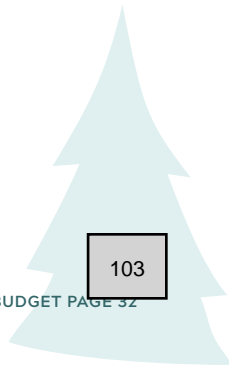
What it pays for



REVENUE SOURCES & USES

SOURCES	%	2022 BUDGET
General Fund Revenues	100%	\$1,267,326
Total Sources	100%	\$1,267,326

EXPENSES	%	2022 BUDGET
Salaries and Benefits	69%	\$865,425
Maintenance - Supplies	5%	\$67,700
Maintenance - Contracted Services	3%	\$42,123
Operations - Supplies	4%	\$45,000
Operations - Contracted Services	8%	\$104,200
Utilities	6%	\$82,000
Vehicles and Equipment	4%	\$45,664
Safety and Training	1%	\$15,214
Total Expenses	100%	\$1,267,326



CORE FUNCTIONS: The Recreation Services Division is responsible for providing recreational, wellness, community building, and social programs in the form of community events, recreation classes, camps, and sports activities. Recreation Services supports year-round recreation programs and activities for youth, adults, families, and individuals with disabilities. These programs create placemaking opportunities in the community and promote healthy lifestyles and lifelong learning. In addition, Recreation Services is responsible for coordinating facility rentals and facility scheduling.

RECREATION SERVICES BUDGET SUMMARY

GENERAL FUND

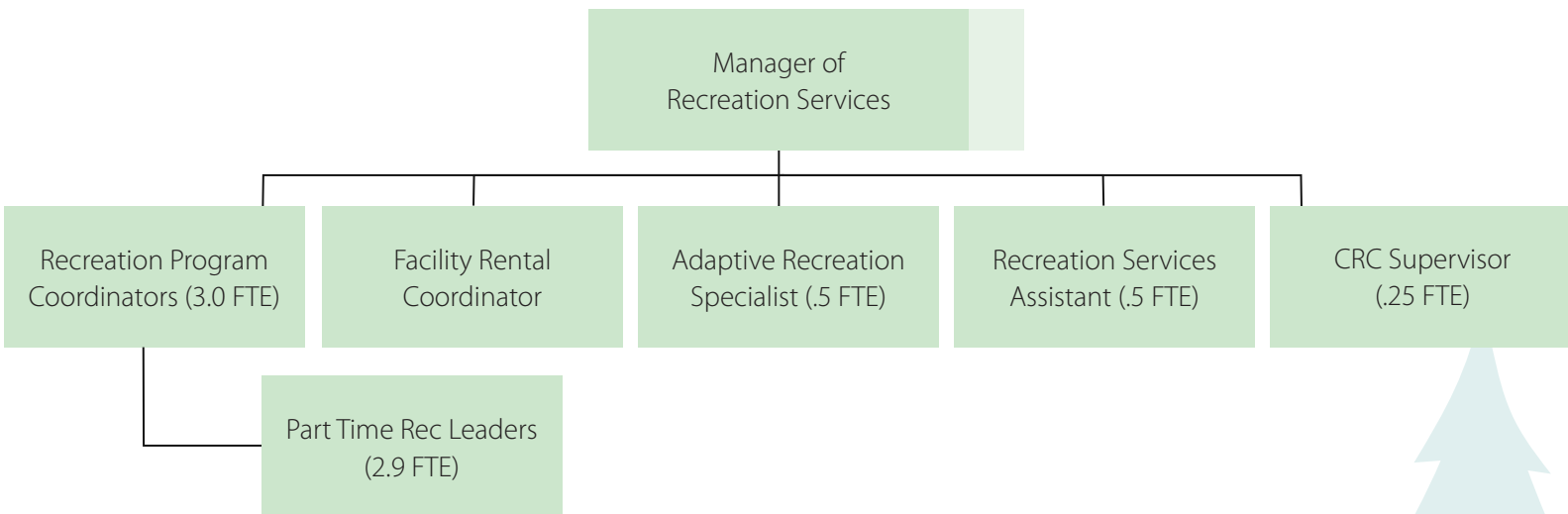
The Recreation Services department budget, which is part of the General Fund, and the Recreation Revolving Fund constitute Recreation Services’ operating budget. The division budget generally contains “overhead” expenses such as compensation and benefits for leadership that is not directly involved with revenue-generating activities. In 2022, the department budget includes the cost of the quarterly Recreation Guide that is distributed to program participants.

RECREATION REVOLVING FUND

The Recreation Revolving Fund comprises the bulk of the Recreation Services operating budget and includes revenue and expenses related to revenue-generating activities. The 2022 budgeted revenue in the Recreation Revolving Fund is \$689,901. In addition to earned revenue, the 2022 budget includes a \$200,000 transfer from the General Fund to the Recreation Revolving Fund. This interfund transfer is intended to offset a portion of the delta between revenue and expenses.

Recreation Revolving Fund revenues are comprised of program fees, facility rental and use fees, sponsorships and donations. Budgeted revenue in 2022 reflects a focus on enhanced programs for people with disabilities and a modest increase in youth recreational sports, and an emphasis on elevating programs and events to deliver high-quality services to the community.

Recreation Revolving Fund expenses are primarily related to the cost of programs provided. Staff compensation and benefits, supplies, and contracted services comprise the majority of the expenses. In accordance with policy direction, 100% of the net facility rental revenue collected through the Recreation Revolving Fund directed to the Unrestricted Maintenance Reserve Fund in 2022. This transfer is shown as an expense in the Recreation Revolving Fund budget. The 2022 budget allocates funding to complete a comprehensive mission-led program plan.



2022 PRIORITIES:

ELEVATE PROGRAMS: study, elevate, and develop programs that advance the mission, align with policy, benefit the District, and foster effective operations.

- ✔ Review and elevate the facility use program, fee structure, and procedures. Review the fee structure and increase marketing and outreach efforts for facility rentals. Review and update the prioritization and management of high-use facilities to provide equitable community access. Review and update the application and permit process to enhance the customer service experience.
- ✔ Review and elevate the scholarship program. Funding is allocated in the Recreation Revolving Fund to award scholarships. Recreation Services will partner with Park Services to review and elevate the scholarship program to maximize the benefit provided to the community.

EFFECTIVE OPERATIONS: Implement effective administrative and operational procedures.

Implement safety and risk management measures. The Recreation Revolving Fund includes funding for ePACT emergency management software for youth programs.

STRATEGIC PROGRAM DELIVERY: Strategically deliver recreation programs that respond to community need and align with strategic goals.

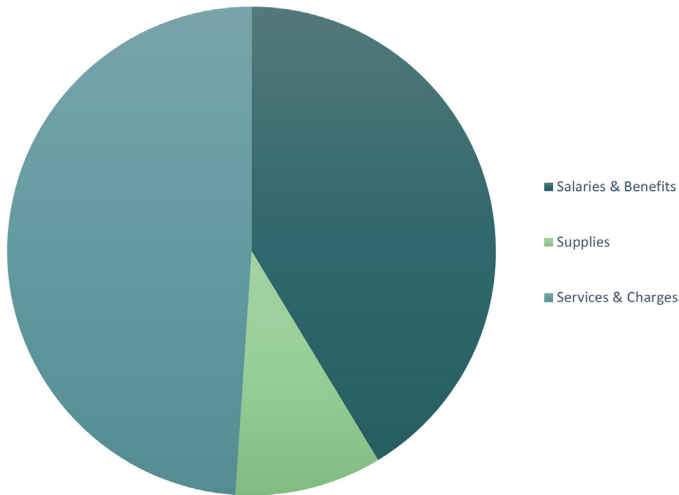
- ✔ Develop a comprehensive program plan, including community outreach to identify need and priorities as part of the PROS plan, cost recovery philosophy, program and organizational structure and best practices.
- ✔ Grow the specialized and adaptive recreation program and develop senior programs. In 2022, PenMet Parks will increase the program hours offered for adaptive and specialized recreation programs to address the need for inclusion and access to recreational and leisure opportunities for individuals with disabilities. The breadth of offerings will also be expanded to five different social, fitness, or other classes and events for people with disabilities. We will expand senior programs and further define community need as part of the comprehensive program plan.
- ✔ Develop a mechanism to collect participant, facility use, and attendee feedback to foster continuous improvement. Utilize feedback to guide continuous improvement District-wide. Feedback, review, and action will result in more satisfied customers and improved programs, events, and facility conditions. Specific data and use information will inform program delivery, marketing, and identify underserved groups.
- ✔ Elevate community programs. Budget is allocated to increase staffing and resources in community programs to foster high-quality experiences for participants.
- ✔ Elevate special events. The 2022 budget reflects a focus on planning and delivering high quality events to the community, including three signature events and seven smaller events.
- ✔ Elevate sports and fitness programs. Budget is allocated to increase participation in youth sports by 22% and to continue to implement PenMet Parks' youth sports philosophy. In addition to youth sports leagues, camps, and classes, budget is allocated for adult fitness and wellness classes and adult sports leagues.

PLAN FOR THE COMMUNITY RECREATION CENTER: plan and implement effective, high-quality operational procedures for the Community Recreation Center to ensure a smooth transition and maximize the community benefit when complete.

- ✔ Develop and implement CRC programming in alignment with community feedback and the program plan. The comprehensive program plan and completed operational pro forma will guide CRC programming.

FUND: GENERAL FUND
DIVISION: RECREATION
SERVICES

What it pays for



REVENUE SOURCES & USES

SOURCES	% of 2022 BUDGET	2022 BUDGET
General Fund Revenues	100%	\$271,125
Total Sources	100%	\$271,125

USES	%	2022 BUDGET
Salaries & Benefits	88%	\$238,877
Services & Charges	12%	\$32,248
Total Expenses	100%	\$271,125



RECREATION REVOLVING FUND BUDGET

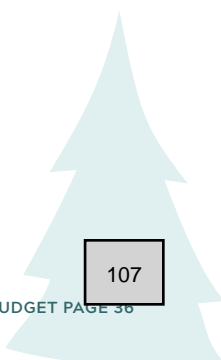
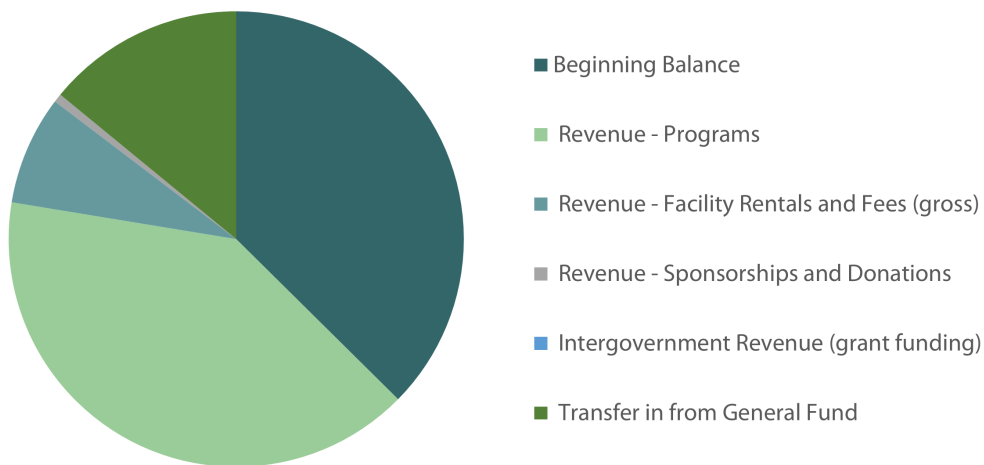
The overall Recreation Revolving Fund budget is \$1,027,157. In addition to revenues from programs, fees, and support from the General Fund, the budget is based on utilizing \$137,256 of the 2021 ending balance to support 2022 programs. In 2021, the Recreation Revolving Fund realized unbudgeted grant revenue that resulted in a higher than anticipated ending balance. The result is a 2022 Fund ending balance that is a 26% reduction from the 2021 ending balance.

In spite of this, the 2022 budget shows an above-average Recreation Revolving Fund budgeted ending balance. Because this methodology would not be sustainable over time, the long-range financial models include additional support from the General Fund that is equivalent to the Recreation Revolving Fund’s 2022 ongoing revenue, less expenses.

RECREATION REVOLVING FUND BUDGET SUMMARY	2021 FORECAST	2022 BUDGET
Beginning Balance	\$248,256	\$531,848
Revenues	\$816,493	\$689,901
Expenditures	(\$683,749)	(\$1,027,157)
Transfers In from General Fund	\$150,848	\$200,000
Recreation Revolving Fund Ending Balance	\$531,848	\$394,592

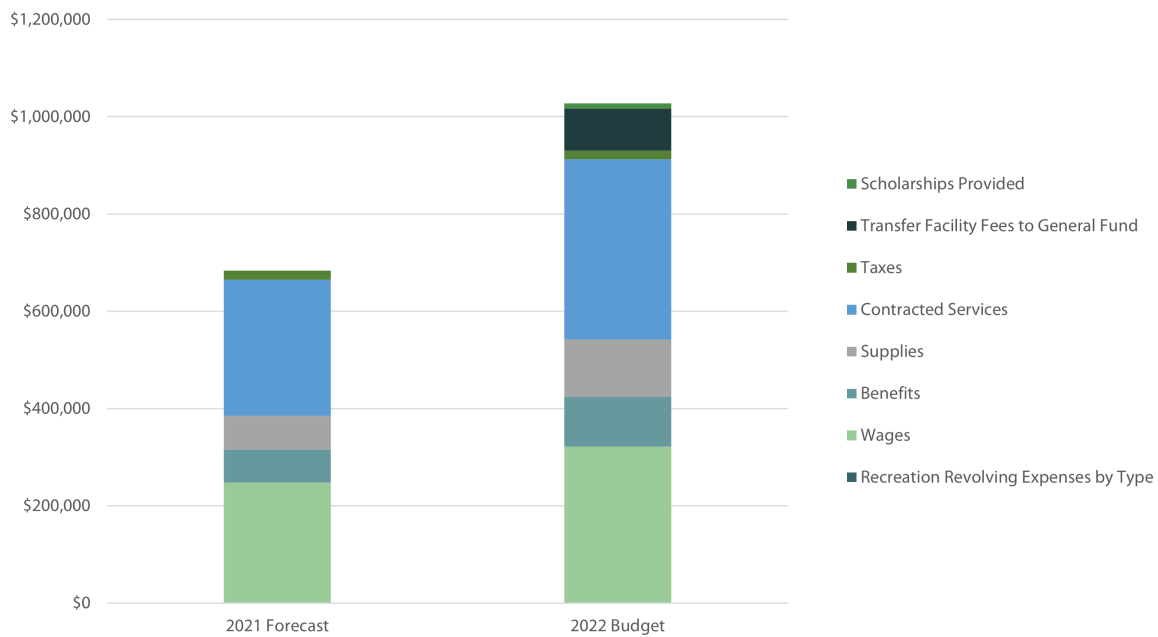
RECREATION REVOLVING REVENUE BY SOURCE	2021 FORECAST	2022 BUDGET
Beginning Balance	\$248,256	\$531,848
Revenue - Programs	\$434,498	\$571,235
Revenue - Facility Rentals and Fees (gross)	\$ -	\$110,066
Revenue - Sponsorships and Donations	\$5,500	\$8,600
Intergovernment Revenue (grant funding)	\$376,495	\$ -
Transfer in from General Fund	\$150,848	\$200,000
	\$1,215,597	\$1,421,749

RECREATION REVOLVING FUND BY REVENUE SOURCE



RECREATION REVOLVING EXPENSES BY TYPE	2021 FORECAST	2022 BUDGET
Wages	\$ 247,502	\$ 321,802
Benefits	\$ 67,458	\$ 102,768
Supplies	\$ 69,676	\$ 117,001
Contracted Services	\$ 279,840	\$ 371,076
Taxes	\$ 19,273	\$ 17,554
Transfer Facility Fees to General Fund	\$ -	\$ 86,856
Scholarships Provided	\$ -	\$ 10,000
	\$ 683,749	\$ 1,027,057

RECREATION REVOLVING FUND EXPENDITURES



PenMet Parks utilizes several special purpose funds used to account for the proceeds of specific revenue sources that are restricted to expenditure for specific purposes. Special purpose funds include:

- Debt Service Fund
- Debt Service Contingency Fund
- Equipment Replacement Fund
- Unrestricted Maintenance Reserve Fund
- Maintenance Endowment Funds

These funds are part of the District’s operating budget.

DEBT SERVICE FUND

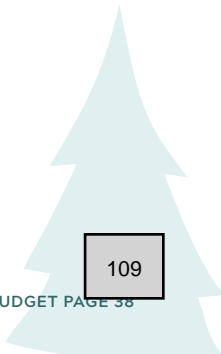
The Debt Service Fund is used to account for payment of principal and interest for the District’s General Obligation debt. With the issuance of the Limited Tax General Obligation bonds in 2021 to support the Community Recreation Center (CRC) project, the budgeted debt service payment has increased to reflect the additional debt payment.

2022 DEBT SERVICE FUND SUMMARY	
Revenue	2022 Budget
Beginning Balance	\$0
Transfer in from General Fund	\$951,758
Expenses	
Principal Payment on L.T.G.O. Bonds	\$445,000
Interest Payment on L.T.G.O. Bonds	\$506,758
Total Debt Service Expense	\$951,758
Ending Balance	\$0

DEBT SERVICE CONTINGENCY FUND

The Debt Service Contingency Fund was established to conserve funds sufficient to fulfill debt service obligations in the event of an unanticipated economic downturn. The 2022 budget includes an interfund transfer of \$200,000 to the Debt Service Contingency Fund. The purpose of the transfer is to increase the balance of the Fund in response to changing debt obligations resulting from the \$16 million bond to support development of the CRC issued in 2021, and the anticipated retirement of the Sehmel Homestead Park bonds in 2027. Long-range financial forecasts anticipate building the Debt Service Contingency Fund balance to the equivalent of two years of debt service obligations.

2022 DEBT SERVICE CONTINGENCY FUND SUMMARY	
Revenue	
Beginning Balance	\$600,000
Transfer in from General Fund	\$200,000
Expenses	
*No anticipated need for contingency funds in 2022	\$0
Ending Balance	\$800,000



EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund provides for the replacement of capital and major technology equipment. In accordance with policy direction, funds equivalent to the item's replacement value divided by the number of years of useful life are directed to the Equipment Replacement Fund. PenMet Parks generally replaces equipment at the end of its useful life.

2022 EQUIPMENT REPLACEMENT FUND SUMMARY

Revenue

Assigned Beginning Balance	\$488,186
Transfer in from General Fund	\$83,111
Total Revenue	\$571,297

Expenses

Capital Expenditures - Equipment	\$80,536
Capital Expenditures - Computer Equipment	\$2,739
Total Expense	\$83,275

Ending balance	\$488,022
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UNRESTRICTED MAINTENANCE RESERVE FUND

The Unrestricted Maintenance Reserve Fund is a voluntary reserve fund to provide financial security for ongoing park maintenance and operations in the event of an unanticipated economic downturn. The Unrestricted Maintenance Reserve Fund is established in 2022 to provide a dedicated fund to direct facility use and rental fees to be used for District maintenance. Revenues will be invested in a liquid, low-risk Local Government Investment Pool through Pierce County. Because the initial transfer into the fund is planned for year-end, there is no investment income or expenses budgeted in 2022.

2022 UNRESTRICTED MAINTENANCE RESERVE FUND SUMMARY

Revenue

Beginning balance	\$0
Initial transfer anticipated at year end	\$180,614

Expenses

Investment expense	\$0
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Ending balance	\$180,614
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MAINTENANCE ENDOWMENT FUNDS

The District has two maintenance endowment funds: a restricted fund and an unrestricted fund. Investment income and fees comprise the entirety of the budgeted revenue and expenses in 2022. All investment income and fees are reflected in the unrestricted fund.

2022 UNRESTRICTED MAINTENANCE ENDOWMENT FUND SUMMARY

Revenue	
Beginning balance	\$276,617
Interest revenue	\$600
Total Revenue	\$277,217
Expenses	
Investment expense	\$15
Ending balance	\$277,202

2022 RESTRICTED MAINTENANCE ENDOWMENT FUND SUMMARY

Revenue	
Beginning balance	\$144,965
Expenses	
Investment expense	\$0
Ending balance	\$144,965



CAPITAL BUDGET

CAPITAL PROJECT FUND

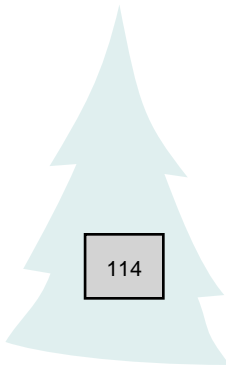
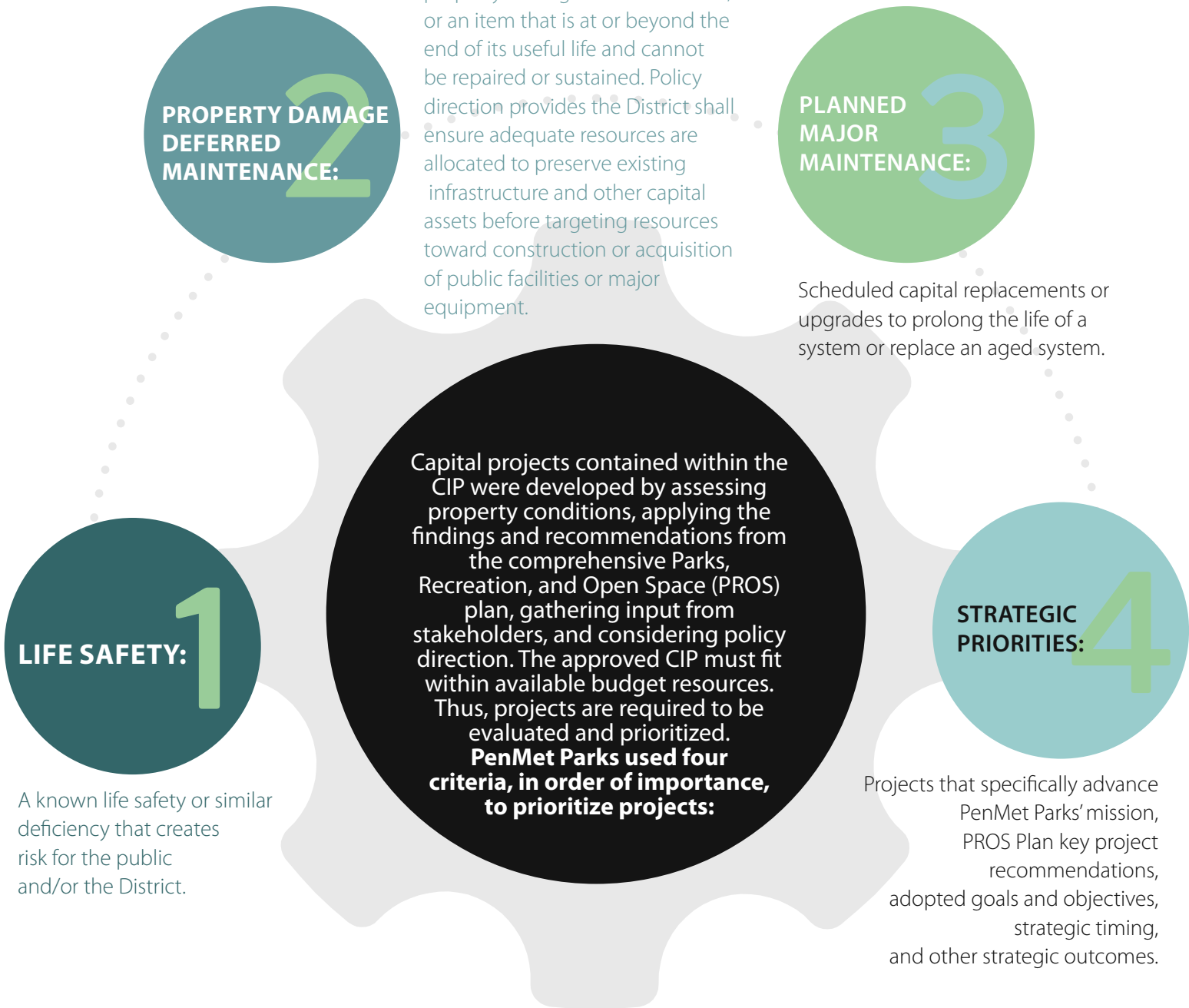
The Capital Project Fund accounts for the acquisition, construction, replacement, addition, and major maintenance of public facilities. These projects differ from routine maintenance in that their cost is generally greater than \$25,000 for any one project or grouping of similar projects, and they have a useful life of generally ten years or more.

Capital projects involve new construction, renovation, replacement or improvements to infrastructure and other systems, and acquisition of real property. The Capital Project Fund may realize revenue from grants, fundraising income, investment income, and debt financing, as well as from interfund transfers.

CAPITAL IMPROVEMENT PLAN

PenMet Parks develops an annual six-year Capital Improvement Plan (CIP) that identifies and prioritizes capital projects to maximize the benefit to the community. The plan is directed at improving the parks and recreation infrastructure for the community to advance the mission of the District. All capital improvements will be made according to the adopted CIP. The CIP is adopted annually and the first year of the CIP constitutes the capital projects approved by the Board of Park Commissioners for that budget year.





CAPITAL PROJECT FUND REVENUES

2022 Capital Project Fund revenues include \$850,000 of awarded grant revenue that is dedicated to specific projects, interest earnings of \$45,033, and an interfund transfer from the General Fund into the Capital Project Fund of \$3,251,433.

The beginning balance of \$30,498,191 includes monies previously allocated to the Capital Project Fund that were funded through General Fund revenues, grant funding, \$16 million in bond proceeds from the 2021 issuance of bonds to support development of the Community Recreation Center (CRC), and other revenues. The beginning balance also includes directing the forecasted 2021 year-end operating surplus into the Capital Projects Fund. The ending balance in the Capital Project Fund is carried forward annually to provide funding for future priorities. The ending balance constitutes the capital reserve fund.

CAPITAL PROJECT FUND EXPENSES

2022 Capital Project Fund expenditures include the 2022 projects identified on the approved CIP. The 2022 CIP includes partially or fully funding 15 projects ranging from developing the Community Recreation Center to addressing deferred maintenance in a number of parks across the District. In addition to the 2022 CIP projects, expenses include budget previously allocated to 2021 CIP projects but were not spent in 2021. The carryforward projects include partial funding for the CRC, the Sehmel Homestead Park Turf Replacement, and partial funding for the Arletta Schoolhouse Renovation at Hale Pass. Each of these projects are underway, but were not complete in 2021.

2022 CAPITAL BUDGET SUMMARY

Capital Budget - Summary of Revenues and Expenditures		
Capital Project Fund	2021 Forecast	2022 Budget
Beginning Balance	\$10,953,573	\$30,498,191
Revenues	\$16,032,413	\$895,033
Expenditures	(\$1,167,790)	(\$33,147,957)
Transfers In/Out	\$4,679,995	\$3,251,433
Capital Project Fund Ending Balance	\$30,498,191	\$1,496,700



LIFE SAFETY AND DEFERRED MAINTENANCE: Some facilities are in poor condition and require capital improvements to avoid further deterioration, provide safe access, and maintain acceptable conditions:

- ✓ Address deferred maintenance at the existing Performance Golf facility as part of the CRC development.
- ✓ Demolish certain dilapidated structures at Peninsula Gardens, DeMolay Sandspit, Sunrise Beach, and Narrows Beach.
- ✓ Renovate Rosedale Hall to address structural deficiencies and other deferred maintenance.
- ✓ Replace the playground surface and limited play equipment at Sehmel Homestead Park. Study and recommend improvements to improve or replace the play structure at the Boundless Playground.
- ✓ Address deferred maintenance at Peninsula Gardens to create temporary usable space, if feasible, for limited use while the feasibility study for the property is completed.
- ✓ Improve the parking area condition and provide park entry amenities at Harbor Family Park.

PLANNED MAJOR MAINTENANCE: Funding is allocated in the 2022 Operating Budget to complete a facilities condition audit. The outcomes will allow planned major maintenance in 2023 and beyond to be forecasted and implemented annually to help proactively manage and reduce deferred maintenance.

- ✓ Signage master plan (design in 2022).

STRATEGIC PRIORITY: Park and trail connections: regionally coordinated trail-related projects.

- ✓ Cushman Trail extension (multiyear funding as part of the CRC).

STRATEGIC PRIORITY: Parkland development.

- ✓ Study the feasibility of providing a picnic shelter at DeMolay Sandspit, and implement if feasible.
- ✓ Community aquatics center feasibility study, including evaluation of a senior facility. The study is focused on Peninsula Gardens, although other sites may be evaluated.



STRATEGIC PRIORITY: Sports courts, field expansions, and enhancements:

- ✓ Develop the Community Recreation Center (multiyear funding).

STRATEGIC PRIORITY: Indoor facility space: explore the feasibility of an indoor facility that accommodates indoor soccer, rec programming space, and possibly indoor tennis and pickleball with potential for phasing.

- ✓ Renovate the historic Arletta Schoolhouse (multiyear funding).
- ✓ Develop the Community Recreation Center (multiyear funding).
- ✓ Renovate Rosedale Hall.
- ✓ Address deferred maintenance needs at Peninsula Gardens.

STRATEGIC PRIORITY: ADA and access enhancements: site furnishings, play equipment, signage, and surfaces. Renovate the historic Arletta Schoolhouse (multiyear funding).

- ✓ Replace the playground surface and limited play equipment at Sehmel Homestead Park. Study and recommend improvements to improve or replace the play structure at the Boundless Playground.
- ✓ Renovate Rosedale Hall.
- ✓ Signage master plan (design in 2022).

STRATEGIC PRIORITY: Wayfinding and signage

- ✓ Develop a comprehensive signage and wayfinding plan.
- ✓ Signage master plan (design in 2022).

STRATEGIC PRIORITY: Opportunities to realize efficiencies and dependent activities:

- ✓ Key/security plan: create a specification and design standard for access control. Implement as part of planned projects (CRC, Arletta Schoolhouse, Rosedale Hall), and District-wide.
- ✓ Signage and wayfinding master plan: create a signage plan. Implement as part of planned projects (CRC, Arletta Schoolhouse, Rosedale Hall), and District-wide.



YEAR	PRIORITY	PROPERTY	PROJECT	TOTAL PROJECT BUDGET	PRIMARY FUNDING SOURCE	BUDGET	
						2022 Capital Budget	2022 Oper. Budget
2022	1	CRC	CRC Phase 1	\$30,020,000	Capital reserves, bond financing, fundraising	\$23,650,116	\$23,494
2022	2	Hale Pass	Arletta Schoolhouse renovation	\$1,575,000	Transfer from general fund	\$180,523	
2022	3	Sehmel Homestead Park	Resurface playground	\$163,000	Transfer from general fund	\$163,000	
2022	4	Peninsula Gardens	Demolish damaged outbuildings and house	\$23,000	Transfer from general fund	\$23,000	
2022	5	DeMolay Sandspit	Demolish damaged structures; replace with picnic shelter if feasible	\$245,000	Transfer from general fund	\$245,000	
2022	6	Narrows Beach	Demolish damaged mobile home	\$24,000	Transfer from general fund	\$24,000	
2022	7	Sunrise Beach	Demolish deteriorating structure	\$17,000	Transfer from general fund	\$17,000	
2022	8	Rosedale Hall	Renovate Rosedale Hall	\$1,517,000	Transfer from general fund	\$1,517,000	
2022	9	District	Key and access control plan	\$83,000	Transfer from general fund	\$83,000	
2022	10	District	Signage and wayfinding master plan design	\$75,000	Transfer from general fund	\$75,000	
2022	11	Peninsula Gardens	Community aquatic center feasibility study	\$105,000	Transfer from general fund	\$105,000	
2022	12	Harbor Family	Improve parking area	\$29,000	Transfer from general fund	\$29,000	
2022	13	Peninsula Gardens	Deferred maintenance	\$36,000	Transfer from general fund	\$36,000	\$15,563
2022	14	District	Unidentified life safety or deferred maintenance issues	\$50,000	Transfer from general fund	\$50,000	
2022	15	Narrows West	Acquisition costs	\$8,000	Transfer from general fund	\$8,000	\$44,485
Total 2022 CIP Expenses						\$26,205,639	\$83,542
2021 Carryforward Capital Budgeted Expenses						\$6,942,318	
Total 2022 Capital Budget						\$33,147,957	

The six-year CIP is a long-range forecast for the District's capital priorities that may be completed within the anticipated available resources. Consistent with policy direction, over time the CIP reflects a shift in focus from replacing aging systems and addressing critical deferred maintenance needs to parkland development and planned major maintenance.

The CIP is updated each year to reflect internal and external conditions that impact capital priorities and available resources. Factors that may influence CIP updates in the future include:

The District will focus on creating and updating long-range planning documents in 2022, which will include a significant community engagement process. Outcomes of the following long-range planning efforts will define community and District priorities:

- ✓ 10-year strategic plan anticipated to be completed in 2022.
- ✓ Comprehensive program plan anticipated to be completed in 2022.
- ✓ PROS plan update anticipated to be completed in 2022.

The facilities condition audit planned for 2022 will provide more accurate long-range projections to manage deferred maintenance and forecast major maintenance needs.

Maintenance and operation budgets may shift as the organization evolves to meet community need.

Over time, the District will build a historical cost database to more precisely identify and forecast the true costs to maintain and operate assets to meet defined levels of service objectives.



SIX-YEAR CAPITAL IMPROVEMENT PLAN

Item 9.3

YEAR	PRIORITY	PROPERTY	PROJECT	TOTAL PROJECT BUDGET	CIP ALLOCATION (2022-FUTURE)	PRIMARY FUNDING SOURCE	NEW M&O EXPENSES
2022	1	CRC	CRC Phase 1	\$30,020,000	\$23,654,783	Capital reserves, bond financing, fundraising	\$251,864
2022	2	Hale Pass	Arletta Schoolhouse renovation additional funding	\$1,575,000	\$180,523	Transfer from GF	
2022	3	Sehmel Homestead Park	Resurface playground, study and replace certain play equipment at the end of its useful life	\$163,000	\$163,000	Transfer from GF	
2022	4	Peninsula Gardens	Demolish damaged outbuildings and house	\$23,000	\$23,000	Transfer from GF	
2022	5	DeMolay Sandspit	Demolish damaged structures; replace with picnic shelter if feasible	\$245,000	\$245,000	Transfer from GF	
2022	6	Narrows Beach	Demolish damaged mobile home	\$24,000	\$24,000	Transfer from GF	
2022	7	Sunrise Beach	Demolish deteriorating structure	\$17,000	\$17,000	Transfer from GF	
2022	8	Rosedale Hall	Design and renovate structure	\$1,517,000	\$1,517,000	Transfer from GF	
2022	9	District	Implement master key system and electronic locks	\$83,000	\$83,000	Transfer from GF	
2022	10	District	Develop signage and wayfinding master plan prior to CRC completion	\$75,000	\$75,000	Transfer from GF	
2022	11	Peninsula Gardens	Community aquatic center feasibility study	\$105,000	\$105,000	Transfer from GF	
2022	12	Harbor Family	Improve parking area - lighting and grading	\$29,000	\$29,000	Transfer from GF	
2022	13	Peninsula Gardens	Make a modest capital investment to support limited temporary programs pending development of a master plan	\$36,000	\$36,000	Transfer from GF	\$15,563
2022	14	District	Hold for life safety or deferred maintenance issues	\$50,000	\$50,000	Transfer from GF	
2022	15	Narrows West	Acquisition costs	\$8,000	\$8,000	Transfer from GF	\$44,485
2023	16	District	Hold for 2023 planned major maintenance	\$500,000	\$500,000	Transfer from GF	

2023	17	District	Accessibility improvements per PROS plan	\$100,000	\$100,000	Transfer from GF	Item 9.3
2023	18	DeMolay Sandspit	Bunkhouse renovation design and construction	\$1,096,000	\$1,096,000	Transfer from GF	
2023	19	Fox Island Fishing Pier	Improve beach access for hand launches	\$13,000	\$13,000	Transfer from GF	
2023	20	Narrows	Accessibility improvements, drainage improvements, and restroom	\$177,000	\$177,000	Transfer from GF	\$9,214
2023	21	McKee Property	Develop paved parking lot to serve Rosedale ballfield and Pierce County-owned hand launch	\$463,000	\$463,000	Transfer from GF	\$3,848
2023	22	CRC	Upgrade mini golf course	\$50,000	\$50,000	Transfer from GF	
2023	23	District	Implement signage master plan	\$265,000	\$265,000	Transfer from GF	
2023	24	District	Deferred maintenance - Sunrise and Narrows single family homes	\$206,000	\$206,000	Transfer from GF	
2024	25	District	Hold for 2024 planned major maintenance	\$500,000	\$500,000	Transfer from GF	
2024	26	Madrona Links	Scope TBD	TBD	TBD	TBD	
2024	27	Peninsula Gardens	Design and construct Peninsula Gardens based on outcome of 2022 study	\$34,504,000	\$7,500,000	Transfer from GF (partial), other funding TBD	\$300,000
2024	28	Wollochet Estuary	Wollochet conceptual plan and feasibility	\$53,000	\$53,000	Transfer from GF	
2025	29	District	Hold for 2025 planned major maintenance	\$500,000	\$500,000	Transfer from GF	
2025	30	Maplewood	Maplewood conceptual plan and feasibility	\$58,000	\$58,000	Transfer from GF	
2025	31	Rosedale Park	Install synthetic turf on ballfield	\$590,000	\$590,000	Transfer from GF	
2026	32	District	Hold for 2026 planned major maintenance	\$500,000	\$500,000	Transfer from GF	
2026	33	Wollochet Estuary	Wollochet Estuary development	\$5,509,000	\$5,509,000	Transfer from GF	\$47,036
2027	34	District	Hold for 2027 planned major maintenance	\$500,000	\$500,000	Transfer from GF	
2027	35	Sehmel Homestead Park	Replace synthetic turf at ballfields	\$1,392,000	\$1,392,000	Transfer from GF	
Total CIP Expenses 2022-27					\$46,182,306		\$672,009
2021 Carryforward Capital Budgeted Expenses					\$6,942,318		
Total Budgeted 2022-2027 CIP Expenses, Including 2021 Carryforward Expenses					\$53,124,624		

*The operational pro forma shows net M&O expenses of \$251,864 in the first year of CRC operations, decreasing to \$40,229 net M&O expenses by year three of operations.

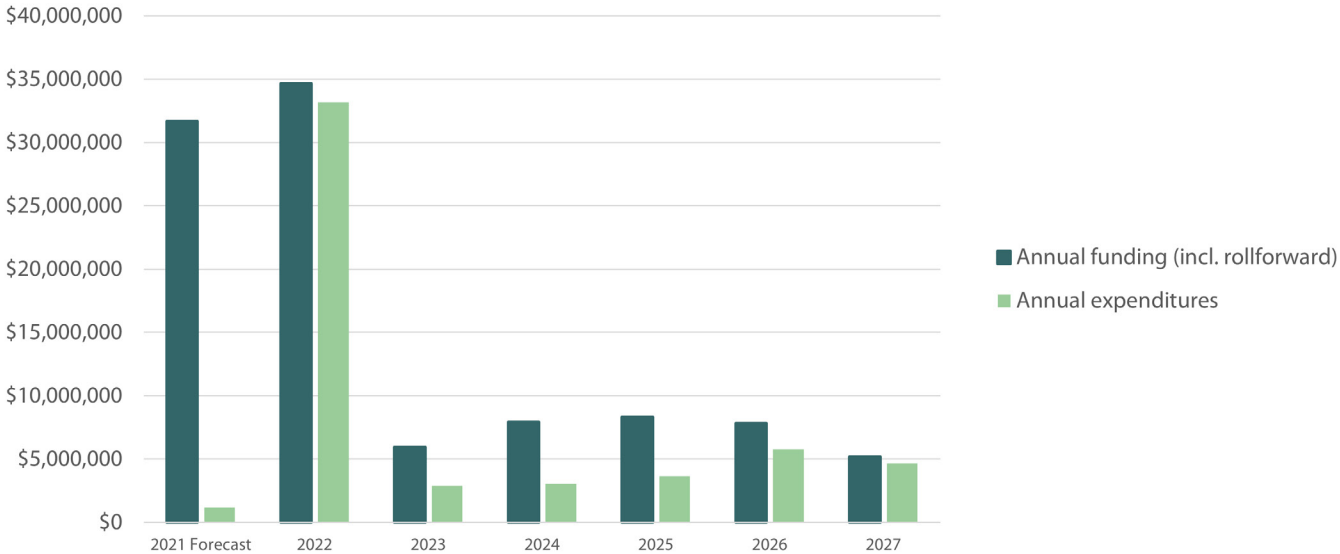
The timing to implement CIP priorities is dependent upon available funding. The ending balance in the capital fund is rolled forward annually and acts as an unrestricted capital reserve fund. Forecasted available funding is based on the following assumptions:

- ✓ Annual revenue and expenses are forecast to be consistent with the 2022 operating budget with annual increases of 1% - 5% in most revenues and expenses.
- ✓ New maintenance and operations costs resulting from completed capital projects will impact future operating budgets. Maintenance and operations impacts from completed projects are identified in the CIP and included in the forecasted available funding.
- ✓ Forecasted available funding assumes \$500,000 capital grant funding will be secured annually beginning in 2023. Although grant funding is specifically assigned to projects in 2022, the six-year CIP does not specifically identify which projects may be funded by grants in years 2-6. Grant funding opportunities will be reviewed and refined annually.

SUMMARY OF FUNDING AND EXPENSES FOR SIX-YEAR CAPITAL IMPROVEMENT PLAN (CIP)

	2021 FORECAST	2022	2023	2024	2025	2026	2027
Annual Funding (Incl. Rollforward)	\$31,665,981	\$34,644,657	\$5,948,041	\$7,922,714	\$8,333,224	\$7,810,001	\$5,180,278
Annual Expenditures	\$1,167,790	\$33,147,957	\$2,874,667	\$3,053,000	\$3,648,000	\$5,754,500	\$4,646,500
Capital Project Fund Ending Balance	\$30,498,191	\$1,496,700	\$3,073,374	\$4,869,714	\$4,685,224	\$2,055,501	\$533,778

ANNUAL SIX-YEAR CIP FORECASTED FUNDING AND EXPENDITURES



APPENDIX





Peninsula Metropolitan Park District

Comprehensive Financial Management Policy

Policy Number:	Resolution Number:	Date Approved:	Supersedes the following Resolutions and Policies:
P40-101	R2021-025	September 21, 2021	R2020-010 (Adopted 6/16/20) R2012-011 (Adopted 4/16/12) R2009-013 (Adopted 6/15/09) R2006-004 (Adopted 4/17/06) R2005-010 (Adopted 8/08/05) R2007-007 (Adopted 9/17/07)

Policy: **Comprehensive Financial Management**
(Approved by the PenMet Parks Board of Park Commissioners)

Purpose: The Peninsula Metropolitan Park District (PenMet Parks) is accountable to its citizens for its use of public money. The establishment and maintenance of wise financial and fiscal policies enable officials of PenMet Parks to protect the public interest and ensure public trust.

This Financial Management Policy defines the current policies to be used by PenMet Parks to meet its immediate and long-term service goals and operate in a financially prudent manner. The individual policies contained herein serve as general guidelines for both financial planning and internal financial management of PenMet Parks.

This policy ensures that the District is positioned to respond to changes and the economy or new service requirements without an undue amount of financial stress.

This policy is also established to maintain a good credit rating in the financial community and assure taxpayers that the District is well managed financially and maintained in sound fiscal condition.

The District will adhere to the highest accounting and management policies as set by the Government Finance Officers' Association, the Governmental Accounting Standards Board, and other professional standards for financial reporting and budgeting.

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Policy Requirements:

Section 1. General Responsibilities

The PenMet Parks Board of Park Commissioners (the “Board”) is responsible for approving the annual Operating Budget and the Capital Improvement Plan as well as establishing the policy direction for PenMet Parks under Washington State Law. Sound business practice and good government dictate that the Board establishes policies regarding the fiscal activities of PenMet Parks in accordance with applicable local, state, and federal laws and regulations.

District staff, under the direction of the Executive Director, is responsible for proposing programs, recommending funding levels, and formulating budget proposals for implementing service programs in accordance with established goals and directives.

Section 2. Objectives

The objectives of the Comprehensive Financial Management Policy are:

- To guide the Board and management for policy decisions having significant fiscal impact;
- To set forth operating principals to minimize the cost of government and limit financial risk;
- To employ balanced and fair revenue policies to provide sufficient funding for desired programs;
- To maintain appropriate financial capacity for bonded indebtedness for present and future needs;
- To promote sound financial management by providing accurate and timely information regarding PenMet Parks' financial condition;
- To protect PenMet Parks' credit rating and provide for adequate resources to meet the provisions of PenMet Parks' debt obligations;
- To ensure the legal use of financial resources through an effective system of internal controls; and
- To promote cooperation and coordination with other governments, non-profits, and the private sector in the financing and delivery of services.

Section 3. General Policies

- A. The Board may adopt resolutions to set financial policies to assure the financial strength and accountability of the District.
- B. The Executive Director shall develop administrative directives and general procedures for implementing the Board's financial policies.
- C. All Departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and programs will be developed to reflect current policy directives, projected resources, and future service requirements.
- D. The District shall establish and maintain a compensation and benefit package that is competitive with the public and private sectors to attract and retain employees necessary for providing high quality services.
- E. The District will strive to coordinate with other governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis and support favorable legislation at the state and federal level.
- F. The District will strive to initiate, encourage, and participate in economic development efforts to create job opportunities and strengthen the local economy.
- G. The District will strive to maintain fair and equitable relationships with its vendors, contractors and suppliers.

Section 4. Financial Planning and Reserve Policies

- A. The District engages in a financial planning process which encompasses important policy considerations and provides guidelines for all aspects of the District's financial management strategy.
- B. The General Fund's targeted unreserved fund balance will be a goal of twenty-five percent (25%) or greater of annual expenditures of the General Fund, excluding capital expenditures (the "Unrestricted Reserve Fund").
- C. This Unrestricted Reserve Fund will be established and maintained annually in the District budget as District resources allow to:
 - 1. Offset unanticipated economic downturns and necessary revisions to any general municipal purpose fund; and
 - 2. Provide a sufficient cash flow for daily financial needs at all times.
- D. The District will maintain sufficient funds in the Unrestricted Reserve Fund to meet any existing debt service or other agreements.
- E. All transfers from the Unrestricted Reserve Fund will require Board approval.
- F. In addition to the Unrestricted Reserve Fund, the District also maintains other "unrestricted reserve funds" including the Capital Projects Fund and Equipment Replacement Fund.
- G. Fees and charges collected for services:
 - 1. Recreation (Program) Fees collected will be utilized to off-set the cost of direct expenses related to the delivery of District sponsored recreation programs.

Facility Use and Rentals Fees and Charges are typically used to off-set the cost of direct maintenance expenses related to facilities maintained and operated by the District. The Board will direct 100% of these fees to a Permanent Fund such as a restricted maintenance endowment fund(s) to support park maintenance in general or for a specific park or facility. This will be determined by the Board during the budget process.

Financial Forecasting:

- A. PenMet Parks shall develop and maintain annually a financial forecast for the General Fund that estimates fund resources and uses for a period of six (6) years beyond the current year. This forecast will be updated annually and provide PenMet Parks' decision makers with an indication of the long-term fiscal impact of current policies and budget decisions. This planning tool should recognize the effects of economic cycles, the demand for services and PenMet Parks' projected resources. It is the goal of PenMet Parks to achieve a strong financial condition with the ability to:
- Withstand local and regional economic conditions;
 - Adjust efficiently to the changing service requirements within the District's boundaries; and
 - Effectively maintain and improve PenMet Parks' infrastructure.
- B. The forecast should differentiate between revenue associated with one-time economic activities and revenues derived as a result of economic growth. PenMet Parks' financial planning should ensure the continued delivery of needed services by assuring the availability of adequate and ongoing resources during economic downturns.

Section 5. Operating Budget Policies

- A. The Board will adopt and maintain a balanced annual operating budget.
- B. The operating budget will define the District's annual financial plan as developed by the Board and staff in establishing goals and objectives for the ensuing year. The intent of the budget is that one-time and routine expenditures will be financed with current resources.
- C. The operating budget shall serve as the annual financial plan for the District. It will serve as the policy document of the Board for implementing the Board's goals and objectives. The budget will provide staff with the resources necessary to accomplish the determined service levels.
- D. Balanced revenue and expenditure forecasts will be prepared to examine the District's ability to absorb operating costs due to changes in the economy, service demands, contractual obligations, and capital improvements.
- E. In the event a balanced budget is not attainable, and the cause of the imbalance is expected to last for no more than one year, the use of reserves to balance the budget is permitted. In the event that a budget shortfall is expected to continue beyond one year, the reserves may be used, but only if developed as part of a corresponding strategic financial plan to close the gap through revenue increases or expenditure decreases.
- F. The budget will give first consideration to ongoing mission led programs before the addition of any new program. Budgets associated with any proposed new program should be submitted and reviewed at least four months prior to adoption and incorporation into the budget. Additional personnel should be recommended only after the need has been fully substantiated. Personnel not authorized in the budget must be approved by the Board.
- G. The budget will reflect the projection of all revenues from all sources and all expenditures and present the level of governmental services and method of allocating costs in the provision of these services to the community.

- H. Current operating expenditures will be paid from current revenues and cash carried over from the prior year after the reserve requirements are met. The District will avoid budgetary and accounting practices that balance the current budget at the expense of future budgets.
- I. The District will maintain a level of expenditures that will enhance public wellbeing and quality of life for the residents of the community.
- J. A multi-year maintenance and replacement schedule will be developed based on the District's projections of its future replacement and maintenance needs. The projections will be updated and the schedule revised on an annual basis.
- K. The budget will provide sufficient levels of maintenance and replacement funding to ensure that all capital facilities and equipment are properly maintained and that such future costs will be minimized.
- L. Year-end surpluses in the General Fund may be used for nonrecurring emergency capital expenditures or dedicated to the Capital Program. The following criteria must be met to qualify any portion of the General Fund surplus for these purposes:
- There are surplus balances remaining after the Reserve Fund is fully funded and allocations to the other funds are made;
 - An analysis has occurred assuring that the District has an adequate level of short and long-term funding resources to support the proposed alternate use of the surplus balances; and
 - The funds are specifically appropriated by the Board.

Section 6. Budgetary Control Policies

- A. The District will adopt a twelve (12) month balanced calendar year budget with annual financial reporting. The balanced budget means budgeted expenditures will not exceed the available resources of the beginning fund balance plus all revenues.
- B. The budget will be developed and administered in compliance with all applicable State of Washington budgetary statutes.

The Administration will maintain a system for monitoring the District's budget performance. The system will include provisions for amending the budget during the year in order to address unanticipated needs, surpluses or emergencies.

- C. Accounting and reporting practices will be maintained to provide accurate and timely monitoring of the District's budget performance.
- D. Appropriations requested after the original budget is adopted will be approved only after consideration of the elasticity of anticipated revenues. Such appropriations must be approved by the Board.
- E. Monthly budget reports will be issued by the Executive Director or his or her designee to the Board reporting on the actual performance compared to budget estimates.
- F. The budget may be adjusted during the year in order to address unanticipated needs, emergencies or changes in work plan. Adjustments or amendments will occur through a process coordinated by the Executive Director or his or her designee.
- G. The budget is adopted at the fund level with allocations made for administrative control. Reallocation of existing appropriation does not change the adopted budget "bottom-line." It may become necessary to shift allocations between line items, programs, or even departments to meet unanticipated needs, emergencies or changes in work plan. As long as the total fund budget is not changed, the adjustment can be done administratively with the authorization of the Department Manager and approval of the Executive Director with the exception of any shift of allocation from the Maintenance Department which requires approval by the Board.
- H. The Executive Director has the authorization to transfer money between funds and between projects within the CIP, but only if approved by the Board in advance and as part of amending the adopted budget.

- I. The budget may also be amended during the year in order to address unanticipated needs, emergencies or changes in work plan. Formal amendment of the budget through Board approved resolution amending the expenditure appropriation and the related funding source is required when a fund's total budget changes. The change can either be when existing budget authority is moved between funds or when a new budget authority is needed such as in the case of receiving additional grant funding.

Section 7. Revenue Policies

- A. The District will strive for a diversified and stable revenue system to protect against short-term fluctuations in any one revenue source. The District will seek to avoid dependence on temporary or unstable revenues to support on-going services. The District will also seek to avoid dependence on federal or state revenues. The revenue mix should combine revenue source types that minimize the effect of an economic downturn.
- B. Because revenues, especially those of the General Fund, are sensitive to local and regional economic conditions, revenue estimates will be conservative and will be made using an objective, analytical process.
- C. General Fund and other unrestricted revenues will not be earmarked for specific purposes, activities or services unless otherwise authorized by the Board or required by law. All non-restricted revenues will be deposited into the General Fund and appropriated through the budget process.
- D. The District will not use deficit financing and borrowing to support on-going operations in the case of long-term (greater than one year) revenue downturns. Revenue forecasts will be revised and expenses will be reduced to conform to the revised long-term revenue forecast or alternative revenue sources will be considered.
- E. The District will follow an aggressive and professional policy of collecting revenues and, when necessary, discontinuing service, pursuing the claim in court, utilizing a collection agency and other reasonable methods of collection (such as imposing penalties, collection and late charges) may be used.

Fees and Charges

- F. The District will charge appropriate service user fees instead of ad valorem (property) taxes or subsidies from other District funds, for services that can be identified and where costs are directly related to the level of service provided.
 - 1. Park recreation programs shall be funded by a user charge. User charges shall be comparable to other neighboring municipalities where practical.

2. Reimbursable work performed by the District (labor, meals, contracted services, equipment and other indirect expenses) shall be billed at actual or estimated actual cost.
3. Charges for services shall accurately reflect the actual or estimated cost of providing a specific service where practical. The cost of providing specific services shall be recalculated periodically, and if necessary, the fee adjusted accordingly. The District shall maintain a current schedule of fees and charges, showing when the fees were last reviewed and/or recalculated. Fees and charges will be reviewed every three years at a minimum.
4. The District will consider market rates and charges levied by other municipalities for like services in establishing rates, fees, and charges.
5. Certain fees, such as rental fees, will be based upon market conditions and are not subject to the limitations of cost recovery.

Grants and Gifts

- G. Grant funding for programs or items which address the District's current priorities and policy objectives should be considered to leverage District funds. Inconsistent and/or fluctuating grants should not be used to fund on-going programs .
- H. Before accepting any grant, the District shall thoroughly consider whether or not the terms of the grant will have a negative impact on any on-going obligations.
- I. All grants and other federal and state funds shall be managed to comply with the laws, regulations, and guidance of the grantor, and all gifts and donations shall be managed and expended in accordance with the District's Donation Policy and the wishes and instructions of the donor.

Section 8. Expenditure Policies

- A. The District will strive to adopt an annual General Fund budget in which current expenditures do not exceed current projected revenues. Capital expenditures may be funded from one-time revenues.
- B. Department Managers are responsible for managing their budgets within the total appropriation for their department.
- C. The District will take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases or use of contingencies. The District may approve a short-term interfund loan or use of one-time revenue sources to address temporary gaps in cash flow, although this should be avoided if possible.
- D. Long-term debt or bond financing shall not be used to finance current operating expenditures.
- E. Consideration will be placed on improving individual and work group productivity rather than adding to the work force. The District will invest in technology and other efficiency tools to maximize productivity. The District will hire additional staff only after the need for such positions has been demonstrated and documented.
- F. All compensation planning will focus on the total costs of compensation which includes direct salary, health care benefits, pension contributions, and other benefits which are a cost to the District. Contracts presented for approval by the Executive Director that do not meet these requirements will have specific operational, legal or other compulsory items identified and discussed before ratification by the Board will be considered.
- G. Periodic comparisons of service delivery will be made to ensure that quality services are provided to our citizens at the most competitive and economical cost. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery where appropriate. Programs that are determined to be inefficient and/or ineffective or not aligned with the mission of the District have the potential to be reduced in scope or eliminated.

- H. The District will make every reasonable effort to maximize any discounts offered by creditors/vendors.

Section 9. Investment Policy

It is the District's policy to invest all temporary cash surpluses. The interest on these investments is prorated to the various funds.

Funds are managed by the Pierce County Treasurer (see Pierce County Investment Policies).

District staff will review all investments at least monthly.

Monthly investment reports will be issued by the Executive Director or his or her designee to the Board to monitor the District's Investment fund performance and fees.

Section 10. Accounting and Reporting Policies

- A. The District's accounting and financial reporting will follow the Washington State Auditor's Office prescription for the accounting and reporting of local governments in the State of Washington under RCW 43.09.200.
- B. The State Auditor's Office provides a standard account classification system through its Budgeting Accounting and Reporting System (BARS). The District is classified as a Special Purpose Governmental District and will maintain its records on a basis consistent with the Category 2 BARS manual.
- C. The Executive Director or his or her designee will maintain electronic financial systems to monitor expenditures, revenue, and performance of all District programs on an on-going basis. The Board will receive regular monthly reports that will present a summary of financial activity for the period and the cumulative data for the budget year.
- D. The accounts of the District are organized on the basis of funds, each of which is considered a separate accounting entity. Each fund is accounted for with a separate set of single-entry accounts that comprises its cash, investments, revenues and expenditures, as appropriate. The District's resources are allocated to and accounted for in individual funds depending on their intended purpose.
- E. Revenues are recognized only when cash is received and expenditures are recognized only when paid, including those properly chargeable against the report year budget appropriations as required by State law. Purchases of capital assets are expensed during the year of acquisition. There is no capitalization of capital assets, nor allocation of depreciation expense. Inventory is expensed when purchased.
- F. The Executive Director or his or her designee shall maintain fixed asset records for all capital assets owned by the District. The threshold for capitalization of non-infrastructure assets is \$25,000.
- G. The State Auditor's Office will perform a financial and compliance audit on a scheduled basis and issue an audit report. Results of the audit will be provided to the Board.
- H. The District will conduct an internal financial review on an annual basis.

Section 11. Fund Policies

To be consistent with text contained in the annual budget, the following is a list of District Financial Funds:

A. General Fund

The General Fund is the general operating fund of the District. This fund is used to account for all financial resources and expenditures of the District which are not accounted for in other funds.

The General Fund provides funding for general purpose governmental services to the citizens. This fund is used to account for all general financial resources except those that must be accounted for in a special revenue fund.

B. Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specific purposes.

1. Reserve Fund

Use of reserve funds must be authorized by a Resolution of the Board.

2. Recreational Activities Fund

The Recreational Activities Fund is user fee based. Revenues are collected and used to operate a particular recreational activity with excess funds used for improvements to support programs, facilities and events.

3. Equipment Replacement Fund

Use of this fund is restricted to capital equipment replacement and is funded annually by the General Fund at 100% of equipment replacement value divided by the number of years of useful life.

C. Debt Service Fund

1. The Debt Service Fund is used only to account for the accumulation of resources for, and the payment of, long-term debt, principal and interest.

This fund contains several types of debt including but not limited to:

- Special Voter Approved Levies
- Voted Unlimited Tax Obligation Bonds
- Non-Voted Limited Tax Obligation Bonds
- General Obligation Bonds

2. Under RCW 39.36.020(2), the public may vote to approve bond issues [known as Unlimited Tax General Obligation (UTGO) Bonds] for general government in an amount not to exceed 2.5% of the assessed valuation, less any other outstanding debt.

All voter approved UTGO Bonds require a 60% majority approval and to validate the election, the total votes cast must equal to at least 40% of the total votes cast in the last general election.

The Board may approve non-voted bond issues known as Limited Tax General Obligation (LTGO) Bonds. The non-voted debt capacity limit may not to exceed 0.25% of the District’s assessed valuation, less any other outstanding non-voted debt.

3. Debt service for voter approved UTGO Bond issues are funded with special excess property tax levies. By law, the maximum financing term for UTGO Bonds is 40 years or less.

Debt service for non-voted LTGO Bond issues are funded through regular property taxes and other money lawfully available. By law, the maximum financing term for LTGO Bonds is 40 years or less.

D. Permanent Funds

Permanent Funds are legally restricted so only earnings, not principal, may be used to support the specific government program. The Board will adopt separate policies governing the management of restricted funds such as endowments.

E. Capital Improvement Funds

Capital Improvement Funds account for the purchase, construction, replacement, addition, or major repair of public facilities and major equipment. These projects differ from routine maintenance in that their cost is generally greater than \$25,000 and they have a useful life of generally ten (10) years or more. Examples may include but

are not limited to: buildings, bridges, parks, major trails, and significant pieces of equipment.

F. Depository Account

All District funds received shall be deposited in the bank of record within three (3) business days of receipt, except when staffing levels are inadequate to timely make such deposits, but in such events such deposits shall be made as soon as reasonably possible not to exceed two (2) weeks. Funds are automatically transferred from the depository account to the District's fund account with Pierce County (the District's Treasurer).

G. Fund Balance and Maintenance of Minimum Reserve Levels

The District shall strive to maintain adequate fund balances (reserves) in order to provide sufficient cash flows to meet operating and capital expenses, while also providing the financial ability to address economic downturn and system emergencies. Operating expenditures shall include salaries, benefits, supplies, professional services, intergovernmental and interfund expenses, capital outlays and transfers

Section 12. Debt Policies

A. Capital Planning:

The District shall integrate its debt issuance with its Capital Improvement Program (CIP) spending to ensure that planned financing conforms to policy targets regarding the level and composition of outstanding debt. This planning considers the long-term horizon, paying particular attention to financing priorities, capital outlays and competing projects. Long-term borrowing shall be confined to the acquisition and/or construction of capital improvements and shall not be used to fund operating or maintenance costs. For all capital projects under consideration, the District shall set aside sufficient revenue from operations to fund ongoing normal maintenance needs and to provide reserves for periodic replacement and renewal. The issuance of debt to fund operating deficits is not permitted.

B. Legal Governing Principles

In the issuance and management of debt, the District shall comply with the state constitution and with all other legal requirements imposed by federal, state, and local rules and regulations, as applicable.

1. State Statutes – The District may contract indebtedness as provided for by state law, subject to the statutory and constitutional limitations on indebtedness.
2. Federal Rules and Regulations – The District shall issue and manage debt in accordance with the limitations and constraints imposed by federal rules and regulations including the Internal Revenue Code of 1986, as amended; the Treasury Department regulations thereunder; and the Securities Acts of 1933 and 1934.
3. Local Rules and Regulations – The District shall issue and manage debt in accordance with the limitations and constraints imposed by local rules, policies, and regulations.

C. Roles & Responsibilities

The Board:

1. Approves indebtedness;
2. Approves appointment of the bond underwriter and bond counsel;

3. Approves the Financial Policy, including the section on the Debt Policy; and
4. Approves budgets sufficient to provide for the timely payment of principal and interest on all debt.

The Executive Director (and/or Finance Manager) in consultation with the Board:

1. Assumes primary responsibility for debt management;
2. Provides for the issuance of debt at the lowest reasonably possible cost and risk;
3. Determines the available debt capacity;
4. Provides for the issuance of debt at appropriate intervals and in reasonable amounts as required to fund approved capital expenditures;
5. Recommends to the Board the manner of sale of debt;
6. Monitors opportunities to refund debt and recommends such refunding as appropriate;
7. Complies with all Internal Revenue Service (IRS), Securities and Exchange Commission (SEC), and Municipal Securities Rulemaking Board (MSRB) rules and regulations governing the issuance of debt;
8. Provides for the timely payment of principal and interest on all debt and ensures that the fiscal agent receives funds for payment of debt service on or before the payment date;
9. Provides for and participates in the preparation and review of offering documents;
10. Complies with all terms, conditions and disclosure required by the legal documents governing the debt issued;
11. Submits to the Board all recommendations to issue debt;
12. Provides for the distribution of pertinent information to rating agencies;
13. Complies with undertakings for ongoing disclosure pursuant to SEC Rule 15c2-12; and
14. Applies and promotes prudent fiscal practices.

D. Ethical Standards Governing Conduct

The members of the District’s staff will adhere to the standards of conduct as stipulated by the Public Disclosure Act, RCW 42.17 and Ethics in Public Service, RCW 42.52.

E. Types of Debt Instruments:

The District may utilize several types of municipal debt obligations to finance long-term capital projects. Subject to the approval of the Board, the District is authorized to sell:

1. **Unlimited Tax General Obligation Bonds** – The District shall use Unlimited Tax General Obligation Bonds (UTGO), also known as “Voted General Obligation Bonds” for the purpose of general purpose, pool improvements, open space and parks. Voted Bond issues are limited to capital purposes only.

Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating and maintenance costs associated with the project. UTGO Bonds are payable from excess tax levies and are subject to the approval of 60% of the voters at an election to be held for that purpose, plus validation requirements.

2. **Limited Tax General Obligation Bonds** – A Limited-Tax General Obligation Debt (LTGO), also known as “Non-Voted General Obligation Debt,” requires the District to use a portion of its regular property tax levy sufficient to meet its debt service obligations but only up to a statutory limit. The District shall use LTGO Bonds as permitted under State law for lawful purposes only. LTGO debt is backed by the full faith and credit of the District and is payable from regular property taxes and other money lawfully available. LTGO Bonds will only be issued if:

- a. The District determines they can afford the payments;
- b. A project requires funding not available from alternative sources;
- c. Matching fund monies are available which may be lost if not applied for in a timely manner; or,
- d. Emergency conditions exist.

3. **Revenue Bonds** – The District shall use Revenue Bonds as permitted under State law for the purpose of financing construction or improvements to facilities of enterprise systems (if any) operated by the District in accordance with the Capital Improvement Plan.
4. **Short-Term Debt** – The District shall use short-term debt as permitted by State law for the purpose of meeting any lawful purpose of the municipal corporation, including the immediate financing needs of a project for which long-term funding has been secured but not yet received. The District may use interfund loans rather than outside debt instruments to meet short-term cash flow needs for the project. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of the funds will not impact the fund's current operations. All interfund loans will be subject to the Board's approval and will bear interest at prevailing rates.
5. **Leases** – The District is authorized to enter into capital leases under State law, subject to the approval of the Board.

F. General Requirements

1. The District will not use long-term debt to pay for current operations. The use of bonds or certificates of participation will only be considered for significant capital and infrastructure improvements.
2. The term of the debt shall never extend beyond the useful life of the improvements to be financed, and generally the term of the debt will not exceed thirty (30) years.
3. The general policy of the District is to establish debt repayment schedules that use level annual principal and interest payments.
4. Interest earnings on bond proceeds will be limited to 1) funding the improvements specified in the authorizing bond resolution, or 2) payment of debt service on the bonds.

Proceeds from debt will be used in accordance with the purpose of the debt issue. Funds remaining after the project is completed will be used in accordance with the provisions stated in the bond resolution that authorized the issuance of the debt.

5. The District will use the most prudent methods of acquiring capital outlay items, including the use of lease-purchase agreements. In no case will the District enter into a lease-purchase agreement if the equipment has a useful life that is less than the term of the lease.
6. The District will maintain its bond rating at the highest level fiscally prudent, so that future borrowing costs are minimized and access to the credit market is preserved. The District will encourage and maintain good relations with financial bond rating agencies and will follow a policy of full and open disclosure.
7. The District shall use refunding bonds in accordance with the Refunding Bond Act, as amended or superseded. Unless otherwise justified, the District will refinance debt to achieve true savings as market opportunities arise. Refunding debt shall never be used for the purpose of avoiding debt service obligations. A target 5% cost savings (discounted to its present value) over the remainder of the debt must be demonstrated for any “current refunding,” unless otherwise justified.
8. With the Board’s approval, interim financing of capital projects may be secured from the debt financing marketplace or from other funds through an interfund loan as appropriate in the circumstances.
9. An independent outside financial advisor may be used to provide the District with objective advice and analysis on debt issuance.
10. A fiscal agent will be used to provide accurate and timely securities processing and timely payment to bondholders. As provided by RCW chapter 43.80 the District will use the fiscal agent appointed by the State.
11. Projects proposed for financing through general obligation debt will be accompanied by an analysis of the future operating and maintenance costs associated with the project.

Section 13. Communication Policies

- A. It is the policy of the District to remain as transparent as possible.
- B. The District shall manage relationships with the rating analysts assigned to the District's credit, using both informal and formal methods to disseminate information.
- C. The District's Basic Financial Statements and Notes shall be a vehicle for compliance with continuing disclosure requirements. The Notes to the Financial Statements may be supplemented with additional documentation as required. Each year included in the Notes to the Financial Statements, the District will report its compliance with debt targets and the goals of the Debt Policies.
- D. The District shall strive to maintain and improve its current bond rating.

Section 14. Compliance Policies

A. Investment of Proceeds

The District shall comply with all applicable federal, state and contractual restrictions regarding the investment of bond proceeds. This includes compliance with restrictions on the types of investment securities allowed, restrictions on the allowable yield of invested funds as well as restrictions on the time period over which some of the proceeds may be invested.

B. Legal Covenants

The District shall comply with all covenants and conditions contained in governing law and any legal documents entered into at the time of a bond offering.

C. Periodic Policy Review

At a minimum, the Financial Management Policies and the District's Post Issuance Compliance Policy will be reviewed and updated every five (5) years.

Section 15. Capital Improvement and Capital Budget Policies

- A. It is the District's policy to ensure that adequate resources are allocated to preserve existing infrastructure and other capital assets before targeting resources toward construction or acquisition of public facilities or major equipment. The District will maintain its physical assets at a level adequate to protect its capital investment and minimize future maintenance and replacement costs. The budget will provide for the orderly replacement of the capital assets from current resources where possible. Long-term borrowing for capital facilities is considered an appropriate method of financing large facilities that benefit more than one generation of users.
- B. The District will develop a six-year Capital Improvement Plan (CIP) to identify and coordinate infrastructure, facility, and major pieces of equipment needs and what facilities to construct, their location, timing, projected cost, and funding sources in a way that maximizes the return to the community. The plan is directed at improving the parks and recreational infrastructure for the community. All capital improvements will be made according to the adopted CIP.
- C. The CIP will be formulated using an analysis of long-term, overall resources and will include projected funding sources and ongoing operations and maintenance costs. Future changes in economic or demographic factors identified in the financial forecasting process will be incorporated in the capital budget projections. The plan will be updated annually.
- D. The first year of the CIP will constitute the capital budget for the ensuing budget year. The capital budget and the base operating budget will be reviewed at the same time to assure that the District's capital and operating needs are evaluated in a balanced manner.
- E. The District will reasonably determine the least costly financing method for all new projects. Whenever possible, the District will use intergovernmental assistance and other outside resources to fund capital projects. Additional funding may come from designated surpluses in the General Fund and certain special revenue funds as outlined in the operating budget policy.
- F. Projects contained within the CIP will include capital costs as well as ongoing operating costs.

- G. For the purposes of this section, a CIP project is defined as any one project or a grouping of similar projects that are reasonably related where the cost exceeds \$25,000 and/or a life span of more than 10 years; involves new construction or reconstruction designed to replace an existing system or facility; acquisition of land or structures; involves District funding in whole or in part; or involves no District funding but is the District's responsibility to implement, operate or maintain, such as a 100 percent grant funded project.
- H. Minor equipment that falls below the capital asset threshold but is subject to shrinkage shall have a District property tag affixed to it when placed into service and will be accounted for on the "Small and Attractive" inventory list.
- I. The Finance Department will coordinate an annual physical count/inspection of all capital assets.
- J. Adequate insurance will be maintained on all capital assets consistent with the results of the annual physical count / inspection.

Section 16. Cash and Purchasing Policies

- A. The Executive Director or his or her designee will develop, maintain, and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment and security of all cash assets. Written cash handling procedures are updated periodically and made available to all departments.
- B. Purchase of goods and services will be accomplished by a separate purchasing policy adopted by the Board.
- C. Payroll costs are authorized by budget adoption.
- D. Expenditures will be within current resource projections at the fund level.

Appendix B: Limited Tax General Obligation Bonds

The following schedules of long-term debt provides a listing of the District's outstanding debt and summarizes PenMet Parks' debt transactions through 2027.

Total Outstanding Long-term Debt						
Description	2022	2023	2024	2025	2026	2027
Sehmel Homestead Park Bonds	\$2,045,000	\$1,585,000	\$1,105,000	\$750,000	\$380,000	\$0
Community Recreation Center Bonds	\$16,000,000	\$15,600,000	\$15,195,000	\$14,790,000	\$14,380,000	\$13,965,000
Total	\$18,047,022	\$17,187,023	\$16,302,024	\$15,542,025	\$14,762,026	\$13,967,027

Long-term Debt Obligations through 2027.

Total Payment on Long-term Debt						
Description	2022	2023	2024	2025	2026	2027
Sehmel Homestead Park Bonds	\$544,600	\$541,800	\$543,400	\$399,200	\$400,000	\$395,200
Community Recreation Center Bonds	\$407,158	\$807,159	\$810,371	\$807,467	\$808,230	\$807,917
Total Debt Service Payment	\$953,780	\$1,350,982	\$1,355,795	\$1,208,692	\$1,210,256	\$1,205,144

Payment on long-term debt obligations through 2027.

Pursuant to Resolution R2005-005 adopted by the Board of Park Commissioners on June 13, 2005, \$6,530,000 of 2005 Limited Tax General Obligation Bonds were issued to pay the cost of acquiring and improving District facilities. Pursuant to Resolution R2012-014 adopted by the Board of Park Commissioners on April 14, 2012, \$4,925,000 of 2005 Limited Tax General Obligation Bonds were authorized to be reissued. A total of \$5,610,000 of Limited Tax General Obligation Refunding Bonds were issued for the purpose of refunding a portion of the District's outstanding general debt for debt service savings and prepay a portion of a promissory note issued to acquire certain real property for park and recreation purposes. This tranche of bonds, referred to as the Sehmel Homestead Park bonds, are due to be retired in 2027 according to the following schedule:

Sehmel Homestead Park Bonds				
Year Ending	Interest	Principal	Total Payment	Remaining Balance
2022	\$99,600	\$445,000	\$544,600	\$2,045,000
2023	\$81,800	\$460,000	\$541,800	\$1,585,000
2024	\$63,400	\$480,000	\$543,400	\$1,105,000
2025	\$44,200	\$355,000	\$399,200	\$750,000
2026	\$30,000	\$370,000	\$400,000	\$380,000
2027	\$15,200	\$380,000	\$395,200	\$0

Sehmel Homestead Park debt obligations through 2027.

Pursuant to Resolution R2021-007 adopted by the Board of Commissioners on March 16, 2021, the Board authorized the issuance and sale of one or more series of Limited Tax General Obligation Bonds in an aggregate principal amount not to exceed \$20,000,000 to design, construct, equip, renovate and make certain capital improvements to the facilities of the District. In April 2021 the District subsequently issued and sold \$16,000,000 in Limited Tax General Obligation Bonds, now commonly referred to as the Community Recreation Center, or "CRC", bonds. The six-year debt schedule on the CRC bonds is as follows:

Six-Year CIP Project Detail

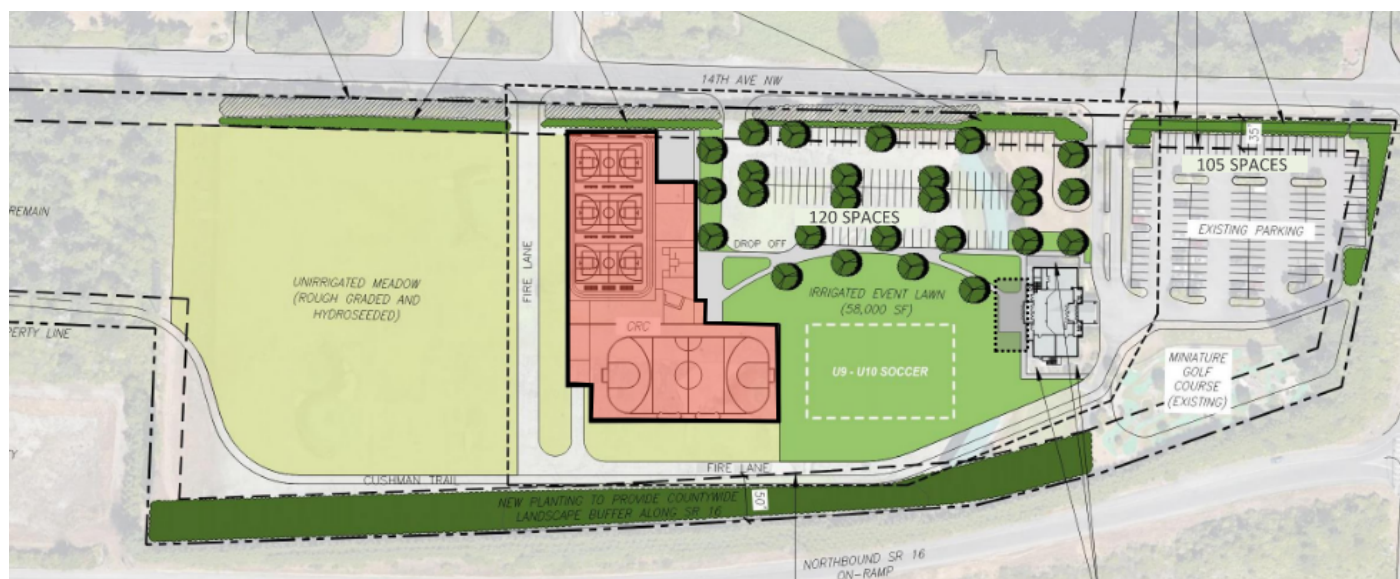
1. Community Recreation Center

Project Dashboard

Priority: **1**
 Budget: **\$23,650,116 (2022)**
 Budget: **\$4,667 (2023)**
 Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
 Target completion: **2023**
 Total project budget: **\$30,020,000**
 Funding source: **Capital reserves, bond financing, fundraising**
 M&O impact: **\$243,759/yr**

Project Scope

- Indoor recreation center.



2. Hale Pass - Arletta Schoolhouse Renovation

Project Dashboard

Priority: **2**
Budget: **\$180,523**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2022**
Total project budget: **\$1,575,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Complete Arletta Schoolhouse renovation.
- Include picnic shelter upgrades, exterior lighting, and building exterior cleaning/paint.



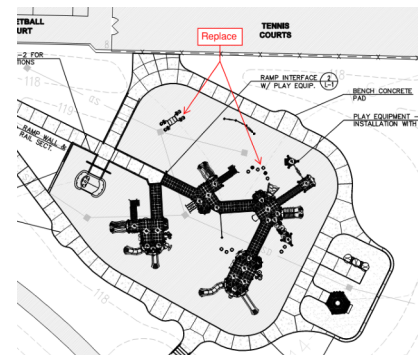
3. SHP – Play Surface and Equipment

Project Dashboard

Priority: **3**
 Budget: **\$154,000**
 Funding year: **2022**
 Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
 Target completion: **2022**
 Total project budget: **\$163,000**
 Funding source: **Transfer from GF**
 M&O impact: **N/A**

Project Scope

- Remove 5,000 play tiles and replace with poured play surface.
- Remove and replace button mushrooms and quad saw.
- Remove exercise equipment.
- Assess full play structure to determine condition; make recommendations for replacement if appropriate.



4. Peninsula Gardens – Demo Damaged Structures

Project Dashboard

Priority: **4**
 Budget: **\$23,000**
 Funding year: **2022**
 Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
 Target completion: **2022**
 Total project budget: **\$23,000**
 Funding source: **Transfer from GF**
 M&O impact: **N/A**

Project Scope

- Demo 4,900 sf misc. light commercial structures in poor condition.
- Demo 1,067 sf uninhabitable single-family home in poor condition.



5. DeMolay – Demo Damaged Structures, Provide Picnic Shelter

Project Dashboard

Priority: **5**
 Budget: **\$245,000**
 Funding year: **2022**
 Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
 Target completion: **2022**
 Total project budget: **\$245,000**
 Funding source: **Transfer from GF**
 M&O impact: **N/A**

Project Scope

- Study viability of replacing home with picnic shelter.
- Demolish existing 838 sf home in poor repair.
- Demolish beach storage shed. Consider replacing with a storage structure, if feasible.
- If feasible, replace single family home with 838 sf picnic shelter with outdoor kitchen amenities (water, power, workspace).



6. Narrows Beach – Demo Damaged Structures

Project Dashboard

Priority: **6**
Budget: **\$24,000**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2022**
Total project budget: **\$24,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Demolish mobile home and carport.
- Restore 750 sf disturbed area to provide gravel pad.



7. Sunrise Beach – Demo Damaged Structures

Project Dashboard

Priority: **7**
Budget: **\$17,000**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2022**
Total project budget: **\$17,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Demolish wood-framed structure.
- Restore disturbed area to grass or gravel.



8. Rosedale Hall – Renovate Hall

Project Dashboard

Priority: **8**
Budget: **\$1,517,000**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$1,517,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Restore community hall.
- Address structural, envelope, MEP, and deferred maintenance.
- Replace finishes and lighting.
- Create accessible restrooms.
- Minor upgrades in kitchen.
- Move furnace out of entry.
- Create storage for chairs and tables.
- Stripe and fence basketball court for pickleball.
- Resurface tennis and basketball courts per PROS plan.

8. Rosedale Hall – Renovate Hall

Project Dashboard

Priority: **8**
Budget: **\$1,517,000**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$1,517,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**



9. District – Implement Security/Access Control Plan

Project Dashboard

Priority: **9**
Budget: **\$83,000**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2022**
Total project budget: **\$83,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Specify and develop a master key system. Use CRC design as baseline.
- Specify and implement electronic security.
- Implement with projects (HP, CRC, Rosedale).
- Includes cost to implement at properties not planned for renovation.

10. District – Signage Master Plan - Design

Project Dashboard

Priority: **10**
Budget: **\$75,000**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2022**
Total project budget: **\$75,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Signage master plan (design only).
- Monument, building-mounted, exterior wayfinding, trail maps, minor signage, interior wayfinding, interior room signs, donor signage, other sign types.
- Develop design and construction details.
- Develop phasing recommendations.
- Provide construction cost estimate.



11. Community Aquatic Center Feasibility Study

Project Dashboard

Priority: **11**
 Budget: **\$90,000**
 Funding year: **2022**
 Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
 Target completion: **2022**
 Total project budget: **\$105,000**
 Funding source: **Transfer from GF**
 M&O impact: **N/A**

Project Scope

- Study Peninsula Gardens and other properties for feasibility of community aquatic center.
- Engage public in process to identify community priorities.
- Develop conceptual plan and images.
- Estimate construction cost.
- Develop a business pro forma to identify M&O costs.
- Recommend alternative if not suitable for aquatics center.
- Study feasibility of creating a dedicated space for seniors.

12. Harbor Family Park – Improve Parking Area

Project Dashboard

Priority: **12**
Budget: **\$17,000**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2022**
Total project budget: **\$29,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Grade gravel lot and provide wheel stops to address vehicle and pedestrian safety.
- Provide safety lighting and gates if feasible.
- Add benches and picnic area near parking lot per PROS plan.

13. Peninsula Gardens – Minor Upgrades

Project Dashboard

Priority: **13**
Budget: **\$35,700**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2022**
Total project budget: **\$36,000**
Funding source: **Transfer from GF**
M&O impact: **\$15,563/yr**

Project Scope

- Make a modest capital investment to support limited temporary programs, if feasible, pending development.
- Repair 24,000 sf greenhouse roof.
- Inspect HVAC and fire sprinkler systems.
- Stripe and surface pickleball courts.

14. District – 2022 Critical Life Safety or Deferred Maintenance Issues

Project Dashboard

Priority: **14**
Budget: **\$50,000**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2022**
Total project budget: **\$50,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Hold funding to address unforeseen life safety or deferred maintenance issues.

15. Narrows West – Appraisal Cost

Project Dashboard

Priority: **15**
Budget: **\$8,000**
Funding year: **2022**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2022**
Total project budget: **\$8,000**
Funding source: **Transfer from GF**
M&O impact: **\$44,885/yr**

Project Scope

- Hold for property appraisal cost.

16. District – Hold for 2023 Planned Major Maintenance

Project Dashboard

Priority: **16**
Budget: **\$500,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$500,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Scope dependent upon facilities condition audit findings.

17. District – Accessibility Improvements

Project Dashboard

Priority: **17**
Budget: **\$100,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$100,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Accessibility improvements per PROS plan.
- Allowance for highest priorities.

18. DeMolay Sandspit – Bunkhouse Renovation

Project Dashboard

Priority: **18**
Budget: **\$1,096,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$1,096,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Renovate 840 sf block bunkhouse to be suitable for day use/storage.
- New roof, prep and repaint exterior, replace windows.
- Renovate existing restroom, convert existing kitchen to storage
- Replace and relocate hot water heater, demolish loft, repaint interior.
- Modest site and accessibility upgrades.

18. DeMolay Sandspit – Bunkhouse Renovation

Project Dashboard

Priority: **18**
Budget: **\$1,096,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$1,096,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**



19. Fox Island Fishing Pier – Beach Access Improvements

Project Dashboard

Priority: **19**
Budget: **\$13,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$13,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Handrails, natural surfacing, and other minor improvements to beach path.
- Picnic tables per PROS plan.

20. Narrows Beach – Drainage, Accessibility, and Beach Access Improvements

Project Dashboard

Priority: **20**
Budget: **\$177,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$177,000**
Funding source: **Transfer from GF**
M&O impact: **\$9,214/yr**

Project Scope

- Replace existing beach access with stairs and handrail.
- Create ADA access to picnic area per PROS Plan.
- Resolve drainage on hill and repair road/guardrail if needed.
- Provide permanent restroom if feasible.

21. McKee Property – Develop paved parking lot

Project Dashboard

Priority: **21**
Budget: **\$463,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$463,000**
Funding source: **Transfer from GF**
M&O impact: **\$3,848/yr**

Project Scope

- Construct paved parking on 15,600 sf vacant lot.
- Include storm, fencing, landscape, lighting, and signage.
- Excludes cost to develop hand launch (ROM: \$800k).

22. CRC – Improve Mini Golf Course

Project Dashboard

Priority: **22**
Budget: **\$50,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$50,000**
Funding source: **Transfer from GF**
M&O impact: **with CRC**

Project Scope

- Allowance for mini golf course upgrades.
- Moderate improvements to mini golf course to elevate user experience; coincide with opening CRC.
- Seek sponsors or grant funding to offset cost.

23. District – Implement Signage Master Plan

Project Dashboard

Priority: **23**
Budget: **\$265,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$265,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Implement outcomes of signage master plan.
- May be phased over several years as needed to accommodate other CIP priorities.

24. Sunrise and Narrows – Improve Single Family Homes

Project Dashboard

Priority: **24**
Budget: **\$206,000**
Funding year: **2023**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2023**
Total project budget: **\$206,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Address deferred maintenance needs and inspection recommendations.
- Scope assumes structures will remain single family homes - no change in use.
- Wollochet included in Wollochet Estuary project.

25. District – Hold for 2024 Planned Major Maintenance

Project Dashboard

Priority: **25**
Budget: **\$500,000**
Funding year: **2024**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2024**
Total project budget: **\$500,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Scope dependent upon facilities condition audit findings.
- Allocate a portion of funding to accessibility improvements.

26. Madrona Links

Project Dashboard

Priority: **26**
Budget: **To be determined**
Funding year: **2024**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2024**
Total project budget: **TBD**
Funding source: **TBD**
M&O impact: **TBD**

Project Scope

- Deferred maintenance and improvements.
- Scope dependent upon need.

27. Peninsula Gardens – Implement Outcome of Feasibility Study

Project Dashboard

Priority: **27**
 Budget: **\$2.5 million in 2024, 2025, and 2026**
 Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
 Target completion: **2026**
 Total project budget: **\$34,504,000**
 Funding source: **Capital reserves (\$7.5m), balance of funding not identified.**
 M&O impact: **\$300,000/year**

Project Scope

- Scope dependent upon outcome from 2022 feasibility study.
- Total project budget contemplates a community aquatic center with lap pool, recreation pool, and outdoor spray ground.
- Timing dependent upon funding. \$7.5 million funding available in annual capital budget/capital reserves by 2026.
- Estimate in 2025 dollars.

28. Wollochet Estuary – Conceptual Update/Feasibility Study

Project Dashboard

Priority: **28**
Budget: **\$53,000**
Funding year: **2024**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2024**
Total project budget: **\$53,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

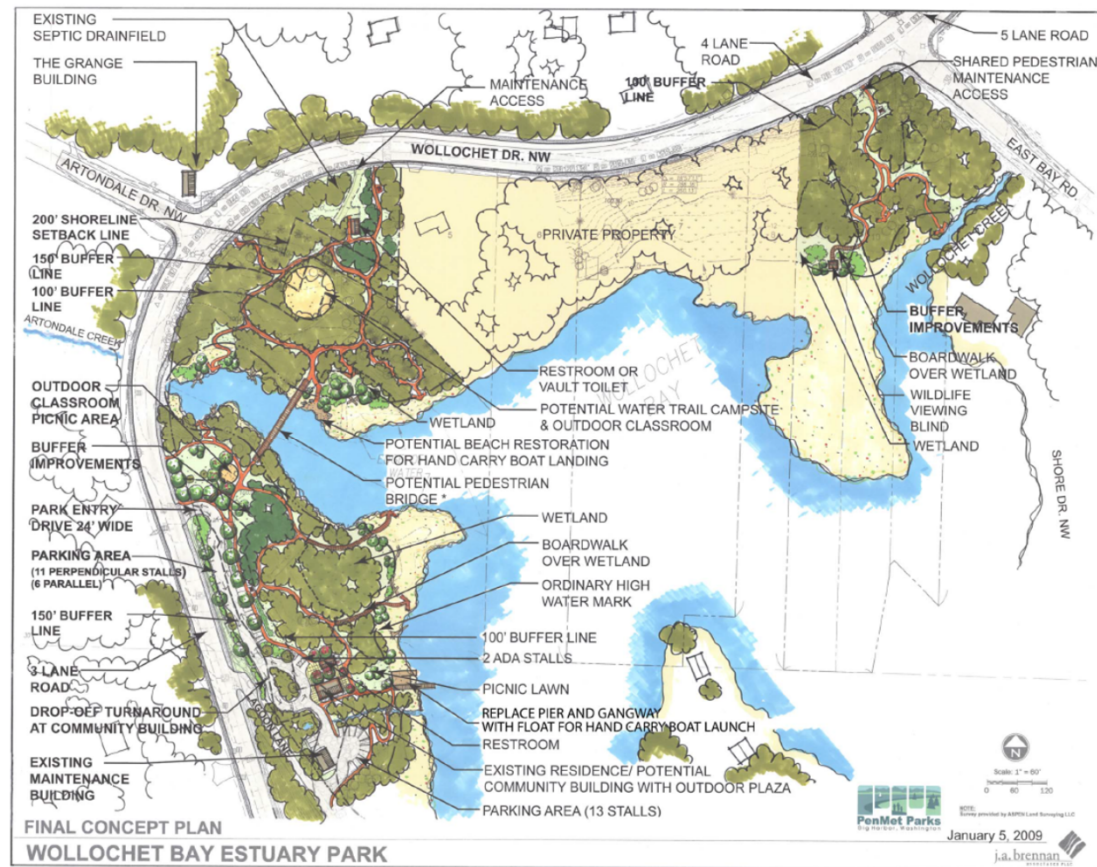
Project Scope

- Refresh 2009 concept.
- Engage public in process to identify community priorities and project program.
- Develop conceptual plan options.
- Estimate construction cost and M&O expenses.

28. Wollochet Estuary – Conceptual Update/Feasibility Study

Project Dashboard

Priority: **28**
 Budget: **\$53,000**
 Funding year: **2024**
 Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
 Target completion: **2024**
 Total project budget: **\$53,000**
 Funding source: **Transfer from GF**
 M&O impact: **N/A**



29. District – Hold for 2025 Planned Major Maintenance

Project Dashboard

Priority: **29**
Budget: **\$500,000**
Funding year: **2025**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2025**
Total project budget: **\$500,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Scope dependent upon facilities condition audit findings.
- Allocate a portion of funding to accessibility improvements.

30. Maplewood – Conceptual Design/Feasibility

Project Dashboard

Priority: **30**
Budget: **\$58,000**
Funding year: **2025**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2025**
Total project budget: **\$58,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Engage public in process to identify community priorities and project program.
- Develop conceptual plan options.
- Estimate construction cost and M&O expenses.

31. Rosedale Park – Install Synthetic Field

Project Dashboard

Priority: **31**
Budget: **\$590,000**
Funding year: **2025**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2025**
Total project budget: **\$590,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Convert existing softball field to synthetic turf field per PROS Plan.

32. District – Hold for 2026 Planned Major Maintenance

Project Dashboard

Priority: **32**
Budget: **\$500,000**
Funding year: **2026**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2026**
Total project budget: **\$500,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Scope dependent upon facilities condition audit findings.
- Allocate a portion of funding to accessibility improvements.

33. Wollochet Estuary - Development

Project Dashboard

Priority: **33**
Budget: **\$5,509,000**
Funding year: **2026-2027**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2027**
Total project budget: **\$5,509,000**
Funding source: **Capital reserves**
M&O impact: **\$47,036**

Project Scope

- Scope dependent upon feasibility/concept.
- Budget contemplates renovation of the structure, trails, view platforms, water access, pedestrian bridge, boardwalk, outdoor classroom.

34. District – Hold for 2027 Planned Major Maintenance

Project Dashboard

Priority: **34**
Budget: **\$500,000**
Funding year: **2027**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2027**
Total project budget: **\$500,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Scope dependent upon facilities condition audit findings.
- Allocate a portion of funding to accessibility improvements.

35. Sehmel Homestead Park – Synthetic Turf Replacement at Ballfields

Project Dashboard

Priority: **35**
Budget: **\$1,392,000**
Funding year: **2027**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2027**
Total project budget: **\$1,392,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

Project Scope

- Replace turf infields that were installed in 2017.

36. Maplewood - Development

Project Dashboard

Priority: **36**
Budget: **\$2,123,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2027**
Total project budget: **\$2,229,000**
Funding source: **Transfer from GF**
M&O impact: **\$30,787/yr**

Project Scope

- Scope dependent upon feasibility study/concept.
- Budget contemplates 10% of site developed with active/passive recreation and trails.
- Budget does not contemplate restroom, playground, or other structures.

37. Harbor Family Park – Conceptual Plan/Feasibility

Project Dashboard

Priority: **37**
Budget: **\$96,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2027**
Total project budget: **\$101,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**

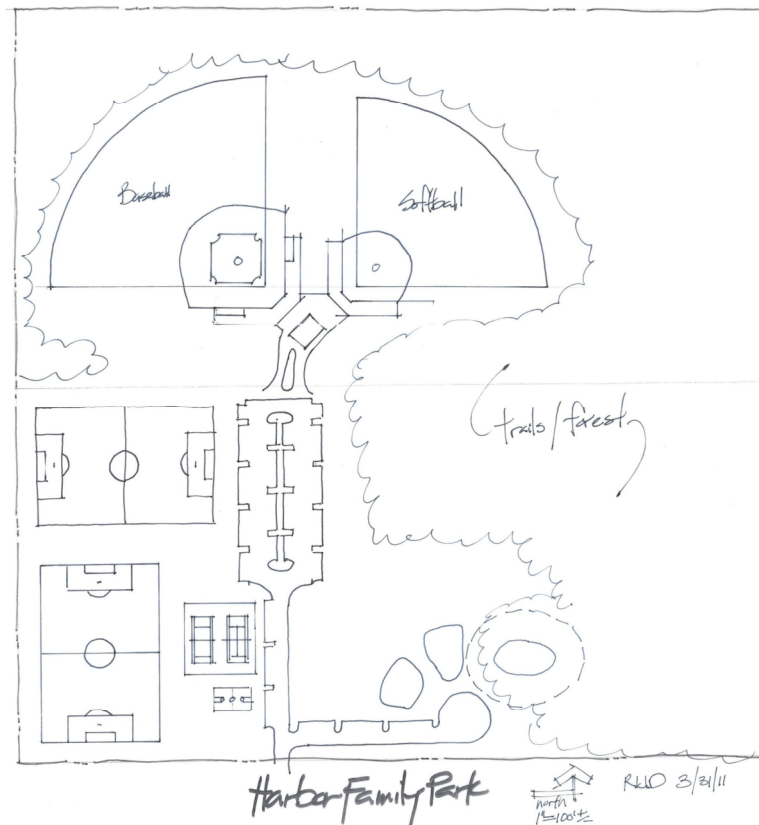
Project Scope

- Review 2008 concept.
- Engage public in process to identify community priorities and project program.
- Develop conceptual plan options.
- Estimate construction cost and M&O expenses.
- Create operational pro forma.

37. Harbor Family Park – Conceptual Plan/Feasibility

Project Dashboard

Priority: **37**
Budget: **\$96,000**
Funding year: **2027**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **2027**
Total project budget: **\$101,000**
Funding source: **Transfer from GF**
M&O impact: **N/A**



38. Harbor Family Park – Development

Project Dashboard

Priority: **38**
Budget: **\$23,959,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **Future**
Total project budget: **\$23,959,000**
Funding source: **Unknown**
M&O impact: **Unknown**

Project Scope

Scope dependent upon feasibility study/concept. Budget contemplates:

- 2 ball fields.
- 2 turf fields.
- 2 tennis/pickleball courts.
- Basketball court.
- Play areas.
- Parking.

39. Kopachuck Heights– Conceptual Update/Feasibility

Project Dashboard

Priority: **39**
Budget: **\$54,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **Future**
Total project budget: **\$54,000**
Funding source: **Unknown**
M&O impact: **N/A**

Project Scope

- Refresh 2008 concept.
- Engage public in process to identify community priorities and project program.
- Develop conceptual plan options.
- Estimate construction cost and M&O expenses.

39. Kopachuck Heights– Conceptual Update/Feasibility

Project Dashboard

Priority: **39**
Budget: **\$54,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **Future**
Total project budget: **\$54,000**
Funding source: **Unknown**
M&O impact: **N/A**



- Legend**
- 1 Vehicular Access
 - 2 Parking
 - 3 Restroom / Park Facility
 - 4 Sports Fields
 - 5 Play Area
 - 6 Dog Park
 - 7 Trail Network
 - 8 Informal Field

40. Kopachuck Heights – Development

Project Dashboard

Priority: **40**
Budget: **\$3,446,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **Future**
Total project budget: **\$3,446,000**
Funding source: **Unknown**
M&O impact: **Unknown**

Project Scope

- Scope dependent upon feasibility study/concept. Budget contemplates:
- Sports fields.
- Play area.
- Dog park.
- Trails.
- Restrooms/plaza.
- Disc golf per PROS plan.

41. Sunrise Beach – Conceptual Plan/Feasibility

Project Dashboard

Priority: **41**
Budget: **\$59,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **Future**
Total project budget: **\$59,000**
Funding source: **Unknown**
M&O impact: **N/A**

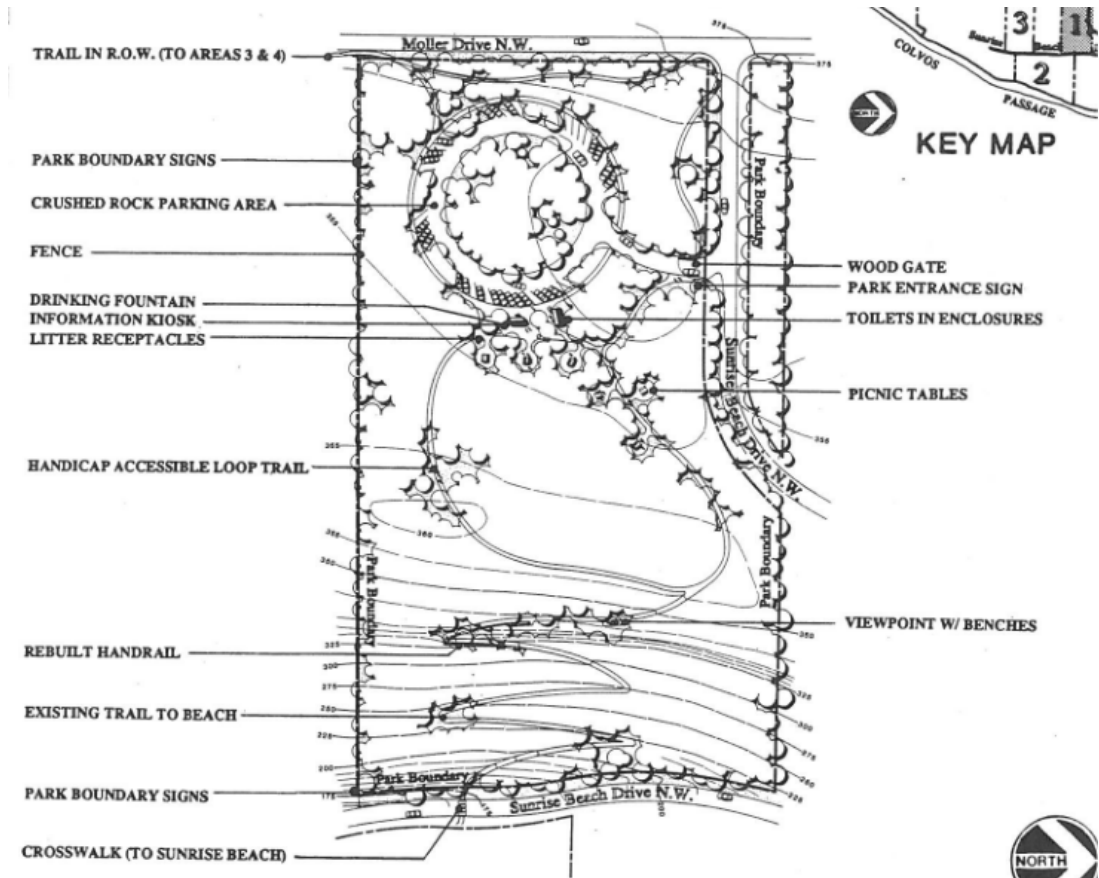
Project Scope

- Review 1989 master plan document.
- Engage public in process to identify community priorities and project program.
- Develop conceptual plan options.
- Estimate construction cost and M&O expenses.

41. Sunrise Beach – Conceptual Plan/Feasibility

Project Dashboard

Priority: **41**
 Budget: **\$59,000**
 Funding year: **Future**
 Criteria: **Life safety**
 Deferred maintenance
 PMM
 Strategic priority
 Target completion: **Future**
 Total project budget: **\$59,000**
 Funding source: **Unknown**
 M&O impact: **N/A**



42. Sunrise Beach – Development

Project Dashboard

Priority: **42**
Budget: **\$3,231,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **Future**
Total project budget: **\$3,231,000**
Funding source: **Unknown**
M&O impact: **N/A**

Project Scope

- Scope dependent upon feasibility study/concept. Budget contemplates:
- Improved beach access.
- Improved accessibility.
- Picnic area.
- Paved parking.
- Amphitheatre.
- Wetland/bird viewing.

43. Hale Pass Park – Development

Project Dashboard

Priority: **43**
 Budget: **\$2,287,000**
 Funding year: **Future**
 Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
 Target completion: **Future**
 Total project budget: **\$2,287,000**
 Funding source: **Unknown**
 M&O impact: **N/A**

Project Scope

- Refine master plan into full design.
- Construct ballfield, tennis courts, trails, playground.



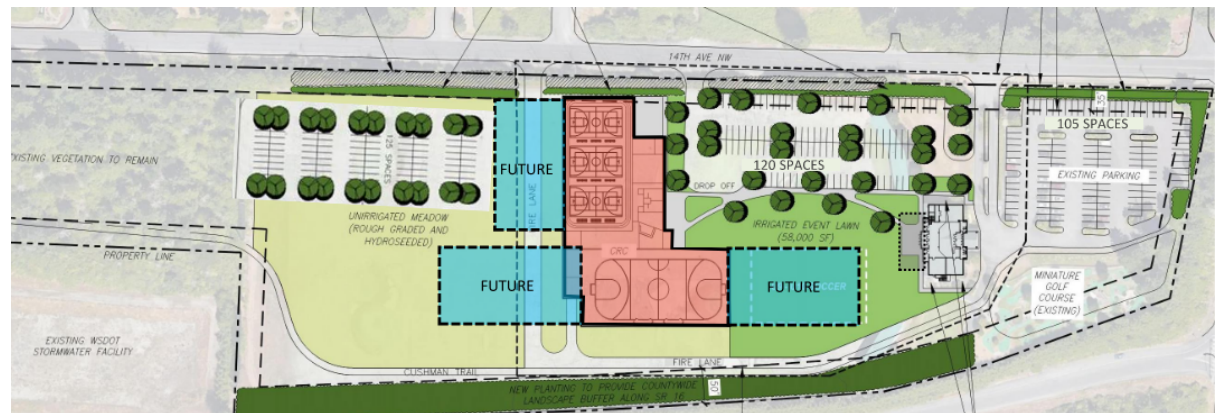
44. CRC Phase 2 – Conceptual Plan/Feasibility

Project Dashboard

Priority: **44**
 Budget: **\$81,000**
 Funding year: **Future**
 Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
 Target completion: **Future**
 Total project budget: **\$81,000**
 Funding source: **Unknown**
 M&O impact: **N/A**

Project Scope

- Engage public in process to identify community priorities and project program.
- Develop conceptual plan options.
- Estimate construction cost and M&O expenses.



45. CRC Phase 2 – Development

Project Dashboard

Priority: **45**
Budget: **\$23,296,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **Future**
Total project budget: **\$23,296,000**
Funding source: **Unknown**
M&O impact: **N/A**

Project Scope

- Scope dependent upon feasibility study
- Add approximately 30,000 sf indoor recreation space (eg: indoor turf field + indoor gymnasium).

46. DeMolay Sandspit – Conceptual Plan/Feasibility

Project Dashboard

Priority: **46**
Budget: **\$81,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **Future**
Total project budget: **\$81,000**
Funding source: **Unknown**
M&O impact: **N/A**

Project Scope

- Engage public in process to identify community priorities and project program.
- Develop conceptual plan options.
- Estimate construction cost and M&O expenses.

47. DeMolay Sandspit – Development

Project Dashboard

Priority: **47**
Budget: **\$2,697,000**
Funding year: **Future**
Criteria: **Life safety**
Deferred maintenance
PMM
Strategic priority
Target completion: **Future**
Total project budget: **\$2,697,000**
Funding source: **Unknown**
M&O impact: **N/A**

Project Scope

- Scope dependent upon feasibility study/concept. Budget contemplates:
- Improved beach access/site improvements
- Improved accessibility.
- Picnic area.
- Paved parking.